



**Report of the
Salem Presbytery Dream Team**

February 12, 2019

Scope of Work

The Executive Council charged the Dream Team with the task of envisioning and discerning where the Spirit is leading Salem Presbytery's ministries, including the appropriate structure to accomplish this and the staffing model to make this possible.

Members of the Dream Team include the following:

Beth Barksdale, RE, Highland Church, Winston-Salem
David Boger, RE, Member-at-Large
Peter Hazelrigg, TE, Member-at-Large
Eustacia Marshall, TE, Campus Minister, Faith Point Fellowship
Toure Marshall, TE, Grace Church, Winston-Salem
Kim Priddy, TE, Sedgefield Church, Greensboro
Ron Shive, TE, First Church, Burlington
Jeff Smith, TE, Boone Church

Process

As you are all aware, the Executive Council of Presbytery appointed the Dream Team in March 2017 with the following mandate:

"...to envision and discern where the Spirit is leading Salem Presbytery's ministries, along with the appropriate structure to accomplish this and the staffing to make it possible."

Since May 2017, the Dream Team has met at least monthly and often every other week. They have approached their task with much prayer, praying that the Spirit would guide them in seeking the best mission design to live fully into the new day in which we are called to be the church in our communities and world. A secondary concern was to address a \$200,000 deficit for the past two years in the budget of Salem Presbytery.

As the Dream Team has engaged in their work, they have come to see this process in three distinct phases.

Phase One

To study, research, and design a new model and vision for Salem Presbytery that will serve the needs of the Presbytery for the future. The model is one that will provide impact, sustainability, and faithfulness to the ministry of Jesus Christ. This phase was completed on July 19, 2018 with the vote of the Executive Council to endorse Phase One and begin Phase Two.

Phase Two

To share the proposed model and vision with key constituents of the Presbytery and gather feedback, as the model is refined based on the insights of these Presbytery constituents. This phase began with a Summit Meeting on September 6 at Clemmons Presbyterian Church to which the following committees and the chairs of other committees were invited.

- Finance Committee
- Commission on Ministry
- Personnel Committee
- Church Growth and Transformation
- Campus Ministry Committee
- Committee Chairs
- Transitional General Presbyter
- Presbytery Staff
- Equip Team
- CREs

Members of the Dream Team met with each of the above committees and additional committees and groups as requested.

In Phase Two the Dream Team worked to create a more exact budget (in consultation with the Finance Committee) and modify the proposal based on the feedback gathered.

On **October 18**, the Dream Team presented an updated proposal to the Executive Council. The Executive Council received this proposal and the Dream Team continued to perfect the proposal based on additional input received. The Dream Team made a presentation for the entire presbytery for the first time at the **November 13th** meeting of Salem Presbytery and answer any questions from the presbytery as a whole.

Then for the next two months from **November 13 – January 11** there will be six smaller, geographical meetings (two each in the East, Central and West neighborhoods) to ask further questions and give further feedback.

Based on this additional feedback, the Dream Team will have two weeks to perfect their proposal.

On **January 29**, the Executive Council at a called meeting, heard the final modified proposal and voted on its approval.

On **February 12**, Salem Presbytery will be asked to vote either up or down on the Dream Team proposal.

If the proposal is approved, the Executive Council at their **March 2019** meeting will select members of the Implementation Team. They will begin phase three – the implementation of the plan.

Throughout the process, the Dream Team is seeking to listen to all voices, discern the leading of the Spirit, and to make needed shifts in the proposed design.

Dream Team's Proposed Design:

1. Rationale: A New Day for Ministry

In her 2012 book The Great Emergence, religious scholar Phyllis Tickle provides a survey of major transformations in church history and offers a contextual framework for understanding the evolving nature of the church in the 21st century. She posits that every 500 years the Church undergoes a dramatic shift and holds a “rummage sale” The sign out front of the Church reads, “Everything must go.”

Tickle identifies six major periods of change in church history:

- 30-70 CE – Birth of the Church –
- 70-130 – decline of Judaism
- 590 CE – Fall of the Roman Empire and the Beginning of the Dark Ages
- 1054 - The Great Schism – Church divides between East and West
- 1517 – The Great Reformation and Beginning of the Modern Period
- 2000 – Present - Postmodern Period

Tickle argues that changes in the life of the Church since 2000 have ushered in a new era to which we must adapt. A recent article by the Pew Research Center on America's changing landscape indicates that:

“the Christian share of the U.S. population is declining, while the number of U.S. adults who do not identify with any organized religion is growing.”

The number of mainline Protestants has fallen from 18.1% in 2007 to 14.7%.

While the number of “Nones” or Unaffiliated has risen 6.7% from 16.1% to 22.8% of the US population.¹

We cannot deny that we are living in a new day. How we face the realities of this new day will determine the relevance of our church in postmodern America. Rather than be afraid of the changing landscape of our nation, we must embrace the new day as one ripe with opportunities to share the gospel of Jesus Christ and to be missionaries of Christ's love and justice in the world. To do so, we must model new forms and expressions of ministry.

The trends in Salem Presbytery mirror those nationally. Our group analyzed income and expenses and membership of Salem Presbytery for the past 10 years and found the following:

- a decrease of income from \$1.7 M in 2007 to \$1 M in 2017 (41% decrease)
- a decrease in church pledges from \$1.5 M in 2007 to \$562,000 in 2017 (63% decrease)
- a decrease in membership from 34,744 in 2007 to 23,159 in 2017 (33% decrease in membership)

In facing this reality, our team asked the following question: “If Western societies have become post-Christian mission fields, how can traditional churches become missionary churches?”² We quickly realized that most of our Teaching Elders, CREs, Educators, and churches are not prepared for that task.

Tod Bolsinger, in his insightful book Canoeing the Mountains: Christian Leadership in Uncharted Territory, tells of explorers Lewis and Clark as they set out on a journey to travel the newly acquired Louisiana Purchase to find a waterway to the Pacific. They believed, like everyone before them, that the geography of the west was just like that of the familiar east.

While they had prepared to find a waterway to the Pacific Ocean, instead they found themselves in the Rocky Mountains. They suddenly realized that they had trained and prepared for their task as canoers, but that their training was inadequate for the task ahead of them.

Our seminaries have trained us well to do ministry in a Christian America—to paddle the rivers and streams of a Christian landscape. But we have not been prepared to climb the mountains and challenges of the increasingly post-Christian nation in which we now live.

We began to see that we need our presbyters to help us learn how “to get over the Rocky Mountains.” The mission of Salem Presbytery and the role of our Presbytery staff should be to help develop transformative and adaptive leaders to thrive in this new day of ministry.

As we studied this issue, it became evident that we felt the Spirit leading us to embrace a new vision and a new design for Salem Presbytery from the ground-up. We knew that this was not going to simply be “a rearranging of the chairs.” This new vision or new design, though, was in no way a judgment of our current structure, but

¹ <http://www.pewforum.org/2015/05/12/americas-changing-religious-landscape/>
<https://www.prii.org/research/american-religious-landscape-christian-religiously-unaffiliated/>
<https://www.census.gov/newsroom/press-releases/2015/cb15-tps16.html>

² Darrell Guder, “The Missiological Context.”

rooted in a deep desire to further nurture transformative leaders, assure thriving churches, and provide increased opportunity to be more connected.

2. Our Proposal

a. Relentlessly “Bottom Up”

We believe that a “bottom up” not “top down” approach is key to the Presbytery’s work and ministry. Salem Presbytery is called to serve our local congregations and worshipping communities. The Presbytery’s role is to assist and strengthen all of our churches and worshipping communities by assisting those congregations’ leaders.

This new structure and design is not based on planning ministries and programs at the presbytery level, but rather in assisting and supporting congregational leaders, Teaching Elders, CREs, Educators, and congregations to be faithfully and fully engaged in the work God is doing in our communities. The primary energy and focus of all that we do is to engage churches in working in mission and partnerships. The model is a vision of a Presbytery with a decentralized structure of small partnerships built around shared values and shared missional endeavors.

This is reflected in our Vision Statement and Mission Statement:

Vision Statement

By the grace of God and the working of the Holy Spirit, Salem Presbytery is a catalyst for transformational ministry, vital mission, and dynamic leadership in local congregations and worshipping communities.

Mission Statement

Salem Presbytery connects, supports, and strengthens local congregations and worshipping communities to carry out Christ’s transformative work of love and justice in the church and in the world.

b. Missional Design

The primary focus of the Salem Presbytery will be to support and strengthen local churches, worshipping communities, and campus ministries to be engaged in God’s work in the world, and to support and enable partnerships together to carry out joint ministry. Presbytery staff will function in two roles: a. assuring the government of the church within our bounds, and b. assisting and supporting the witness of congregations to God’s work in our communities and world. Presbytery staff will be involved in promoting decentralized partnerships among pastors and churches and worshipping communities, rather than programmatic ministries.

“The presbytery is responsible for the **government of the church throughout its district**, and for **assisting and supporting the witness of congregations** to the sovereign activity of God in the world, so that all congregations become communities of faith, hope, love and witness.” Book of Order, G-3.0303

c. Meaningfully Connected

The best solutions to the challenges faced by members of our church communities can be found by getting to know one another and learning from one another. We want to grow by getting to know each other better, learning from each other, and working together. Just as there are many great people in each congregation, there are that many more great folks in the Presbytery. We need to invest time, energy, intelligence, imagination and love in our relationships with one another, so that we may appreciate and use the resources in which Christ has gifted us to carry out Christ’s mission in the world.

What Does This Look Like?

1. Decentralized Office

This new structure will include the sale (or potential lease) of the Presbytery office location in Clemmons. Staff will no longer work from one central location, but rather be dispersed throughout the community with our churches and church leaders. All staff members will have offices either in their homes or within local churches and will gather together as a team at regular intervals for focused collaboration. Committee meetings will take place in congregations throughout the parishes, and/or use Zoom technology when appropriate.

The funds from the sale or lease of the current building will be invested to provide ongoing support for presbytery staff related to technology and travel expenses.

2. Parishes and Engagement Pastors

Connectivity on education, social, and mission ministries with other congregations and congregational leaders will be encouraged and nurtured by an Engagement Pastor. Six geographically based parishes will be formed by the Implementation Team based on feedback from local churches. An Engagement Pastor will be selected from within each parish and will receive a stipend by Salem Presbytery to gather, host, and connect pastors and congregations. (Position Description attached) Collectively they will be a resource for the Presbyter for Leadership Development.

3. Task Groups

Task groups will be formed as needed to address growing concerns and ministry needs of churches. These will be formed by interested Ruling Elders and Teaching Elders. Task groups will not be staffed by presbytery staff and will report to the Executive Council at least annually. Examples of task groups include teams formed around missions like peace and justice, domestic and international poverty, the youth council, and other critical areas that arise from the discernment of members in Salem Presbytery.

4. Staffing Based on Expertise and Not Geography or Ministry Programs

The following are proposed staff positions.

Presbyter for Administration – Functions as Head of Staff, oversight of Presbyter for Transformational Ministry and Presbyter for Leadership Development and other presbytery staff, and whose primary functions are to oversee the standing committees of Salem Presbytery and assume the responsibilities of Stated Clerk. (Position Description attached)

Presbyter for Transformational Ministry – Promotes entrepreneurial leadership with pastors and educators, helps ministers and congregations promote stewardship, identifies opportunities for new and expanded ministries, connects and mobilizes congregations to work together, encouraging and enabling congregations to embrace digital communication, and oversees campus ministry. (Position Description attached)

Presbyter for Leadership Development – Coaches pastors through assessment, challenge, and support to become missional leaders; promotes and supports spiritual formation in congregations; holds congregations responsible for mission and vision; provides oversight for Engagement Pastors; 2resource coordinator for contract coaches, consultants and facilitators to assist congregations. (Position Description attached)

Communications Director Part-Time (Position Description attached)*

Director of Stewardship and Development – Part-time – The two top priorities are to design and direct the stewardship process for Salem Presbytery and work with campus ministries to become self-sustaining. As time permits, work with congregations in stewardship and development. (Position Description attached)*

Financial Administrator – Part-Time (Position Description attached)

Administrative Assistant – Full-Time (Position Description attached)

Engagement Pastors – (Position Description attached)

*It is the desire of the Dream Team that the Implementation Team be open to the possibility that these two Part-Time positions might be combined into one Full-Time position if a candidate arises who has the necessary skills for both. This will result in an additional cost of \$10,000 for benefits and this would need to be negotiated with the Finance Committee and Executive Council.

5. Support for Current Staff of Salem Presbytery

While the details of the transition with our current staff are the responsibility of the Implementation Team, in consultation with the Personnel Committee, the following are recommendations of the Dream Team:

- a. All current staff are open to apply for positions in the new presbytery structure, as when Salem Presbytery went through its prior restructuring.
- b. If current staff choose not to apply for positions in the new structure, the Personnel Committee will work to assure that negotiated funds are available to staff members for training for a future call.
- c. If any current staff do not have another call by the end of December 2019, the Personnel Committee and the Executive Council will negotiate an appropriate severance package.

6. Presbytery Committees

The only committees staffed by a member of the Presbytery staff will be the following standing committees, with a designation of the assigned staff.

Commission on Ministry – Administrative Presbyter
Committee on Representation – Administrative Presbyter
Nominating Committee – Administrative Presbyter
Permanent Judicial Commission – Administrative Presbyter
Campus Ministry – Transformational Presbyter
Church Growth and Development – Transformational Presbyter
Executive Council – oversight of Personnel Committee, Budget & Finance Committee, Property Committee, and Presbytery docket – Administrative Presbyter
Committee on Preparation for Ministry – Leadership Presbyter

These limited, but strategic committees will enable Salem Presbytery to maintain strong centralized, fiduciary practices, while becoming increasingly decentralized in programmatic and missional activities.

7. Campus Ministry

The proposed new strategy is to prioritize campus ministry funds so that ministries are sponsored and connected to a local congregation(s). In 2018, Salem Presbytery provides \$140,500 for campus ministry. The new strategy is to decrease the current funding level and move funding to a grant based process and encourage each campus ministry to seek ways of being more sustainable through fundraising and funding by local congregations. (See the attached proposal) Over a three year period Salem Presbytery's commitments will decrease to \$80,928.

8. Youth Ministry

The proposed new strategy is to prioritize youth ministry funds so that ministries are sponsored and connected to a local congregation(s). In 2018, Salem Presbytery provides \$10,750 for youth ministry. The funding for youth ministry will remain at the current level and the Presbyterian Youth Council will determine the use of the funds.

9. Presbytery Meetings

The focus of Presbytery meetings will shift from "informing" to "exploring and discussing." Presbytery meetings will reflect the new structure and vision of assuring local churches and worshipping communities thrive in their ministries.

10. Budget

The budget of Salem Presbytery was the catalyst for the Dream Team's forming, however the budget was not the catalyst for the current vision and structure of our proposal. Once the structure took shape the Dream Team prayerfully sought ways to make the proposed vision a reality that fit within the framework of a \$200,000 plus shortfall in budgeted revenue. To that end, our proposed budget adequately compensates for the current staffing model, while also making necessary cuts that allow the budget to be more sustainable over time.

While making cuts to staffing and to committee budgets to fit within the new framework of our structure, we have also shifted our sustainability in Campus Ministry funding to creatively seek ministry funding through a combination of fundraising, congregational partnerships, and entrepreneurial ventures so that ministries are more self-sufficient. This will enable reducing the Campus Ministry funding over a three-year time frame resulting in a 10% first year reduction of the 2018 presbytery funding, a 20% second year reduction from the of previous year's funding, and another 20% reduction year three of previous prior year's funding.

As alternate funding becomes the sustainable way forward, operational funds no longer used in Campus Ministry will be moved to reverse most cuts made in year one to the GA Shared Mission, GA Per Capita, and Synod Per Capita. In addition, with the proposal to sell the property and become a "virtual office," \$23,000 is reduced that is currently being used to operate our current facility.

Our proposal reduces the overall budget \$213,754.00 in year one, which is just \$1,246.00 shy of the \$215,000 budgeted deficit in 2019 (this includes the \$23,000 from the property). This proposed budget does not include revenue that could come from the sale or lease of our current office space nor does it include any increase in giving from congregations.

11. Implementation Team

The Dream Team understands its role as that of proposing and seeking approval of a new design for Salem Presbytery. It will then be the role of the Executive Council to appoint an Implementation Team. It seems important that at least two members of the Dream Team serve on the Implementation Team to assist in interpreting the new design.

SALEM PRESBYTERY

336.766.3393

February 12, 2019

PRESBYTER FOR ADMINISTRATION

Overview: Serves as the head of staff for Salem Presbytery, while focusing on the administrative functions of Salem Presbytery to support the ongoing work of pastors and presbytery members, overseeing the resources and standing committees while assuming the responsibilities of the Stated Clerk.

Reports to: The Presbyter for Administration will work collaboratively as a team with the Presbyter for Transformational Ministry and the Presbyter for Leadership Development and will report directly to the Executive Council through the Personnel Committee of Salem Presbytery.

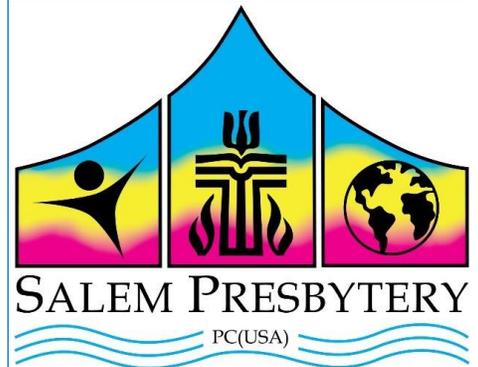
Supervises: The Presbyter for Transformational Ministry and the Presbyter for Leadership Development, as well as administrative staff including a Full-Time Administrative Assistant and a Part-Time Financial Administrator.

Responsibilities:

- Directs the work of Salem Presbytery, serving alongside the Presbyters for Transformational Ministry and Leadership Development and other presbytery staff members as a witness to the Lordship of Jesus Christ.
- Represents the Presbytery to all Boards of the P.C. (U.S.A.).
- Works in conjunction with the other two presbyters and staff to provide pastoral care to members of presbytery.
- Coordinates the work of the following committees: Commission on Ministry, Committee on Representation, Nominating Committee, Presbyterian Judicial Committee, and the Executive Council.
- Maintains oversight of the Salem Presbytery budget striving to ensure short and long-term financial stability.
- Serves as Stated Clerk for Salem Presbytery, carrying out the duties and responsibilities as set forth in the Book of Order, and in the Handbook for Stated Clerks prepared by the Office of the General Assembly of the P.C. (U.S.A.).
- Effectively handles diversity in racial, cultural, and theological matters while seeking to maintain the peace, unity, and purity of the Body of Christ.
- Provides a listening ear and sound wisdom to any person or constituency for advice and encouragement, or when conflicts arise within particular congregations or within the Presbytery.
- Communicates mission and ministry to churches in Salem Presbytery.

PURPOSE:

To provide the overall supervision of the work of Salem Presbytery, including the administrative support of standing committees, as well as fulfilling the duties of the Stated Clerk. The Presbyter for Administration is responsible to Salem Presbytery through the Executive Council and Personnel Committee.



Priorities:

Building relationships and providing leadership, support, and guidance for the ongoing work of pastors, presbytery staff, and the committees of Salem Presbytery.

Stated Clerk Responsibilities:

- Serves as an adviser to the Presbytery Council, with particular responsibilities as a resource person and advisor interpreting communication from the Synod of the Mid-Atlantic and the General Assembly that impact the mission and ministry of Salem Presbytery.
- Refers any proposed changes to the Constitution of the P.C. (U.S.A.) submitted by the General Assembly for advice and consent to appropriate entities in the Presbytery.
- Oversees the recording and editing of minutes of all meetings of Salem Presbytery in preparation for review and approval by the Presbytery Council.
- Offers advice and or/rulings as appropriate, in the interpretation of the Book of Order and Robert's Rules of Order when called upon to do so by individuals and bodies of Salem Presbytery.
- Collaborates with the Presbytery Council in the preparation of the agenda for each stated and called meetings of the Presbytery.
- Recommends temporary clerks to serve as needed to assist with the fulfillment of these responsibilities.
- Supervises any support staff as needed to assist with the fulfillment of these responsibilities.
- Submits Presbyter Minutes for Synod review.
- Acts as or provides for a Parliamentarian at all meetings of Salem Presbytery.
- Oversees the annual review of Session Minutes of all churches of Salem Presbytery.
- Refers to Commission on Ministry ministers and sessions with consecutive absences from meetings of Salem Presbytery.
- Oversees the preparation and submission to the General Assembly, the Annual Statistical Reports from every congregation.
- Maintains a roster of honorably retired teaching elders within Salem Presbytery who are eligible for the Kate Bitting Reynolds Trust Fund, and assist in the administration of payouts.
- Attends as able, P.C. (U.S.A.) Training Workshops for Stated Clerks, the annual Polity Conference, and Regional Benefit Conferences of the Board of Pensions.

Qualifications:

- Shall be an ordained minister with demonstrated skills in administration, communication, organization, leadership, conflict management, and Presbyterian polity (with particular gifts associated with the interpretation of the Book of Order and Robert's Rules of Order).
- Demonstrates skills in cross-cultural ministry.

Personal Characteristics:

- Is attentive to the presence of the Holy Spirit in themselves and in others and believes that God is up to something good in our churches and communities.
- Is able to understand and respect the theological diversity and faith and ministry expressions present in Salem Presbytery.
- Is accountable and holds others accountable with pastoral sensitivity.
- Functions effectively and constructively through uncertainty and conflict.

February 12, 2019

PRESBYTER FOR TRANSFORMATIONAL MINISTRY

Overview: Promotes entrepreneurial leadership with congregational pastors, provides oversight for engagement pastors, helps ministers and congregations inspire stewardship, identifies opportunities for new and expanded ministries, connects and mobilizes congregations to work together, and oversees campus ministry.

Reports to: The Presbyter for Transformational Ministry will report directly to the Presbyter for Administration and is accountable to the Executive Council through the Personnel Committee of Salem Presbytery.

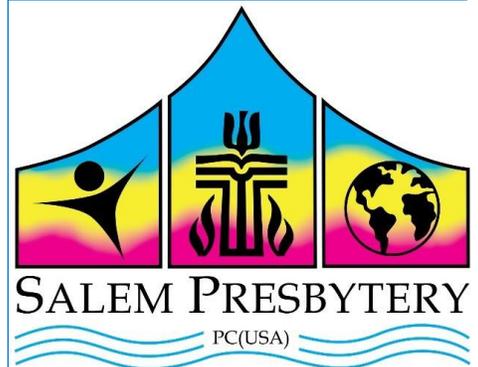
Supervises: Director of Stewardship and Development, and Communications Director.

Responsibilities:

- Promotes adaptive change, church revitalization and new church development/new worshipping communities, with attention to the following priority areas: Campus Ministry, Young Adult Ministries, and Youth Ministries.
- Identifies opportunities for new and expanded ministries through discernment and data.
- Works with congregations to devise plans for strategic growth in the areas of stewardship, evangelism, discipleship and mission.
- Works in conjunction with the other two presbyters and staff to provide pastoral care to members of presbytery.
- Supports congregations in the execution of their growth and vision through active consultation and engagement, which includes pointing congregations to external resources (i.e. coaches) as needed.
- Acts as a staff liaison to the church growth committee and assigned task forces including the church growth committee.
- Provides for fund development and mission engagement to assist congregations and ministries.
- Supervises the Director of Stewardship and Development and the Communication Director to ensure a consistent and collaborative approach to missional opportunities and outreach.
- Work with Communication Director to develop and maintain the overall communications strategy for the Presbytery, managing all communication streams – website, social media, email, and print.

PURPOSE:

To help grow healthy and vibrant congregations and ministries in the Salem Presbytery. The Presbyter for Transformational Ministry will partner with congregations to discern God's will for their present and future, to identify strengths and opportunities for transformation and growth, and to help equip congregations and ministries in the faithful fulfillment of Christ's call to be missionaries of love and justice in the world.



Priorities:

Campus Ministry
Young Adult Ministries
Growth Advocacy
Youth Ministry

- Work with the Communication Director to assist congregations in taking advantage of technologies for enhanced communication and ministry.
- Facilitates and models healing and visioning for communities struggling with rapid and dramatic change.
- Interacts with other councils of P.C. (U.S.A.) with emphasis on areas related to revitalization, evangelism and church growth. (i.e. Synod of Mid-Atlantic next generation initiative; 1001 NWC; initiatives of neighboring presbyteries).

Qualifications:

- Experience in church revitalization including demonstrated leadership in church growth, conflict management, evangelism, administration, groundbreaking initiatives and leadership development.
- Demonstrates skills in cross-cultural ministry.
- Has a clear understanding of the adaptive challenges facing the P.C. (U.S.A.) and of the culture and polity which shape those challenges.
- Able to help congregations retool in light of these new challenges and opportunities.
- Can think theologically about ministry from a Reformed perspective and can articulate that perspective within the current context of the church in creative and innovative ways to help inspire transformation. (i.e. storytelling).
- Can help congregations assess current life cycle and map and measure opportunities for adaptive change and growth.
- Can connect congregations with common interests and offer guidance and resources for new and existing mission and ministry opportunities.
- Can facilitate large and small groups, develop healthy interpersonal relationships and promote organizational development with an emphasis on helping congregations transform and grow.
- Is culturally proficient relative to age, racial ethnic, geographic and theological diversity.
- Is a good listener, speaker and writer.
- Is a collaborative team player and team builder.
- Is able to coach and mentor healthy leadership in others.
- Is able to think outside the box and conveys an innovative spirit.
- Is proficient with technology and social media.

Personal Characteristics:

- Is attentive to the presence of the Holy Spirit in themselves and in others and believes that God is up to something good in our churches and communities.
- Is able to understand and respect the theological diversity and faith and ministry expressions present in Salem Presbytery.
- Is accountable and holds others accountable with pastoral sensitivity.
- Functions effectively and constructively through uncertainty and conflict.

Education:

- A master's degree with experience in congregational/organizational leadership is preferred.

Certifications:

- Ordination as P.C. (U.S.A.) Ruling Elder and/or Teaching Elder/ Minister of the Word and Sacrament is preferred.

February 12, 2019

PRESBYTER FOR LEADERSHIP DEVELOPMENT

Overview: Adaptive Leadership is the activity of mobilizing people to tackle tough challenges and thrive (Becoming an Adaptive Leader, Ronald Heifetz and Marty Linsky). The Presbyter for Leadership Development will help religious leaders in cross-cultural contexts think and act to exert strategic influence on their environments, ensuring the health and wellness of the congregations and communities within Salem Presbytery.

Reports to: The Presbyter for Leadership Development will report directly to the Presbyter for Administration and is accountable to the Executive Council through the Personnel Committee of Salem Presbytery.

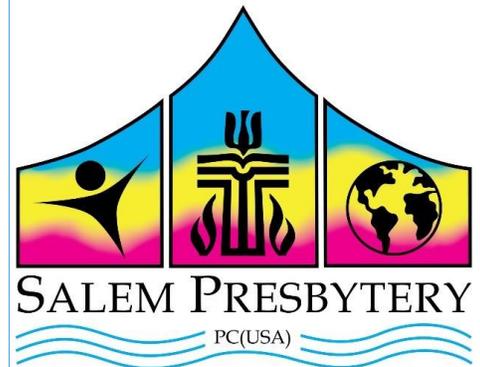
Supervises: Engagement Pastors.

Responsibilities:

- Assist teaching elders, educators, and ruling elders to function effectively in their leadership roles by having a keen awareness of denominational leadership.
- Coach individual pastors and educators to reach their potential through meaningful assessments and hands on training tools.
- Connect pastors and educators to faith formation opportunities offered within Salem Presbytery while collaborating with the Presbyter for Transformational Ministry for greater missional impact.
- Works in conjunction with the other two presbyters and staff to provide pastoral care to members of presbytery.
- Coordinate denominational training and opportunities (NEXT, Credo, etc...) to ensure greater participation of congregants across Salem Presbytery.
- Supervises the “Engagement Pastors” to encourage collaborative and impactful missional partnerships that emerge through data and discernment within the parish community.
- Supports and promotes Racial Ethnic Ministries (including Hispanic Ministries, African American, and Immigrant ministries), in coordination with the Presbyter for Transformation Ministry.
- Work with pastors to develop a mission and vision statement with accountable, measureable goals and outcomes that increase organizational accountability.
- Aid and assist in conflict resolution as needed.

PURPOSE:

In a time of denomination decline, congregations and communities need religious leaders who are equipped to help the Church become more relevant in our world today. Coaching pastors, educators, and leaders to become missional leaders, the Presbyter for Leadership Development will provide direct support to Salem Presbytery’s congregations to help inspire positive change.



Priorities:

Personal Training for Religious Leaders

Development of Mission/Vision Statements

Racial Ethnic Ministries and African American Church

Engagement Pastors

Resource Coordinator for Contract Coaches

- Coordinate resources (coaching, consultants, facilitators) to assist leaders/congregations achieve their goals and share best practices.
- Oversee the Committee for Preparation on Ministry.
- Facilitate transformation, risk taking, and innovation by developing leadership skills of pastors.
- Provide tools and resources for healthy pastors and congregations.
- Be visible among the churches/pastors by worshipping at different locations.
- Create a pool of external resources to share demonstrated knowledge, diversity, and entrepreneurial ministries.

Qualifications:

- Demonstrated skills in coaching, leadership development, communication, organization, and development.
- Demonstrated skills in cross-cultural ministry.
- Is resourceful, creative, and innovative within the bounds of Presbyterian polity.
- Has an entrepreneurial spirit, is willing to experiment, and will take risks.
- Is proactive, can foresee opportunities and put the resources in place to go after them.
- Experience and leadership in working in multi-cultural worshiping communities.
- Employs a broad-based style of leadership that enables others to be more flexible and adaptive.
- Can generate creative options for action and is an astute student of their environment.
- Consults with pastors to examine a congregation's capacity to learn, transform structure, change culture, and adapt technology.
- Understands the importance of stewardship and can assist churches thrive with successful giving campaigns.
- Knowledgeable of what leaders want and need and can understand the context (specific to presbytery and locale).
- Strives to improve their personal openness to new ideas and wants to stay abreast of change by being lifelong learners.

Personal Characteristics:

- Is attentive to the presence of the Holy Spirit in themselves and in others and believes that God is up to something good in our churches and communities.
- Is able to understand and respect the theological diversity and faith and ministry expressions present in Salem Presbytery.
- Is accountable and holds others accountable with pastoral sensitivity.
- Functions effectively and constructively through uncertainty and conflict.
- Loves and encourages innovation.

Education:

- A master's degree with experience in congregational/organizational leadership is preferred.
- Bilingual/multicultural also preferred.

Certifications:

- Ordination as P.C. (U.S.A.) Ruling Elder and/or Teaching Elder/ Minister of the Word and Sacrament is preferred.

February 12, 2019

PART-TIME COMMUNICATIONS DIRECTOR

Overview: Working directly with the staff of Salem Presbytery, the Communications Director has the ultimate responsibility to manage and direct all internal and external communications for Salem Presbytery to ensure effective engagement with members, congregations and parishes. Job expectations are to work well with deadlines, have excellent organizational skills, be efficiently productive, and thrive in a collaborative and dynamic team environment to deploy creative communication strategies.

Reports to: Presbyter for Transformational Ministry.

Responsibilities:

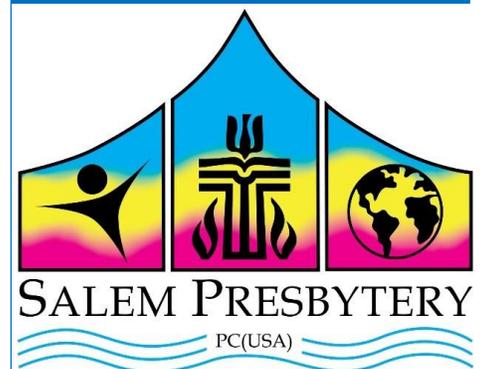
- Work with the Presbyter for Transformational Ministry to develop and maintain the overall communications strategy for the Presbytery, managing all communication streams – website, social media, email, and print.
- Work with the Presbyter for Transformational Ministry to assist congregations in taking advantage of technologies for enhanced communication and ministry.
- Contribute to building, maintaining, and developing volunteer writing, photography and other media content.
- Communicate as the voice of Salem Presbytery for digital/social platforms and respond when needed professionally and in a timely manner.
- Have a keen eye for detail, copywriting, editorial and visual design.
- Ability to listen, discern, facilitate discussions to “see the big picture.”
- Ensure all communications convey the Salem Presbytery mission and vision.
- Actively seek content and information from local congregations as a source of posts, blogs, video narratives, etc.

Specific Tasks:

- Support the creation of Presbytery meeting documents.
- Send weekly e-newsletter and communication (Salem Matters).
- Produce multimedia content for use by Presbytery (short videos, podcast, photographs, flyers and advertisements).
- Coordinate the use of virtual conference system (Zoom or other).
- Maintain calendars for Presbytery in various formats.
- Maintain and update the Presbytery website to ensure relevance.

PURPOSE:

To effectively convey the mission of Salem Presbytery as it relates to branding, public relations, advertising, social media, and digital content and to increase opportunities for active engagement. The Communications Director will have a passion for all aspects of creative communication and will work to achieve a more connectional presbytery.



Priorities:

The Communications Director will establish a strong network of members across Salem Presbytery who are highly interested and engaged in the connectional work of the church at large.

Qualifications:

- Strong proficiency in Adobe CC (InDesign, Photoshop & Illustrator); Microsoft Office programs, Salem Presbytery software, major social media platforms (FB & Instagram); knowledge of website design and development; and utilization of video for marketing purposes.
- Real world effectiveness in communication strategy, social media, and marketing.
- Highly organized, with detail and time management skills.
- Demonstrated graphic design skills.
- Appreciable communication and interpersonal relationship skills.

Education:

- A bachelor's degree and three or more years of communications or marketing/ad agency experience is required.
- Working in a church ministry is a plus.

February 12, 2019

PART-TIME DIRECTOR OF STEWARDSHIP AND DEVELOPMENT

Overview: Salem Presbytery has need for a position to develop and oversee the presbytery's annual stewardship process (per capita and general giving from member congregations). This position will also equip and consult with specialized ministries and congregations to develop fund development plans that are realistic and sustainable for the ministry. This person is not a grant writer, but should be familiar with this process and be able to research and suggest grant opportunities for various entities within the presbytery.

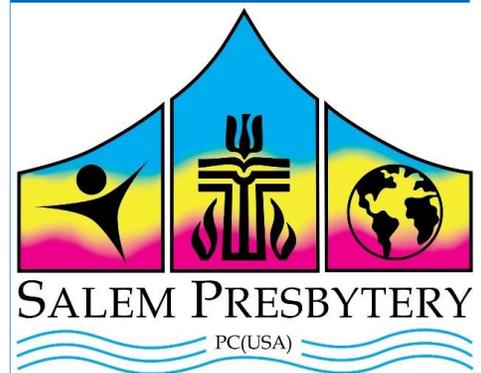
Reports to: This position will report directly to the Presbyter for Transformational Ministry and is accountable to Salem Presbytery through the council and the personnel committee. The personnel committee provides for the ongoing support, performance review, and evaluation of this position.

Responsibilities:

- Develop and manage the annual stewardship process for Salem Presbytery.
- Identify grants from public and private sources that would be available to various ministries within the presbytery.
- Consult and resource specialized ministries to develop fund development plans and strategies as directed, including but not limited to: *Campus Ministry, Young Adult Ministries, Racial Ethnic Ministries including Hispanic Ministries and African American Church Growth, Youth Ministries*
- Encourage and Resource congregations and worshipping communities to have effective fund development and stewardship processes.
- Develop criteria for measuring impact of ministry initiatives, particularly those that are receiving direct funding from the presbytery, grants awarded by the presbytery, and third-party funding.
- Assist the Presbyter for Transformational Ministry with data necessary for transformational ministry opportunities.
- Perform other responsibilities as assigned by Transformational Presbyter.

PURPOSE:

To help grow healthy and vibrant congregations and ministries in Salem Presbytery, the Director of Stewardship and Development will spearhead the annual stewardship process for the presbytery and resource campus ministry and congregations with creating sustainable development plans. The goal is to equip congregations with resources to fulfill Christ's mission of love and justice in the world.



Priorities:

The two top priorities for the Director of Stewardship and Development are to design and direct the stewardship process for Salem Presbytery and work with campus ministries to become self-sustaining. As time permits, work with congregations in stewardship and development.

Qualifications:

- Bachelor's degree;
- Five or more years demonstrated experience in development, stewardship, or a related field;
- Active participation in a Christian faith community;
- Demonstrated capability and passion for leading volunteers and projects.

Knowledge and Skills:

- Excellent written and verbal communication skills.
- Proficient with technology, computer programs (i.e. Microsoft Office), data-based management systems (i.e. non-profit grant databases, Guidestar).
- Highly organized with ability to implement systems and follow up processes.
- Demonstrates attention to detail.
- Proficient in research, analysis, and interpretation of complex or diverse data relative to demographic and church growth trends.
- Has an understanding of the adaptive challenges facing the P.C. (U.S.A.).
- Can identify and measure opportunities for adaptive change and growth.
- Is a collaborative team player and able to take direction.
- Is able to think outside the box, generate creative solutions and consider multiple partnerships within the P.C. (U.S.A.) and beyond.

Personal Characteristics:

- Is attentive to the presence of the Holy Spirit in themselves and in others and believes that God is up to something in our churches and communities.
- Meets challenges with resourcefulness.
- A self-starter who can also work both independently and collaboratively to achieve stated goals.
- Ability to work under pressure and produce quality work under time constraints and deadlines.
- Is able to understand and respect the theological diversity and faith and ministry expressions present in Salem Presbytery.

Education and Experience:

Minimum bachelor's degree with proven track record of developing and implementing fund development processes. Experience with securing grant funding for faith based and/or non-profit organizations; proven experience with research and data analysis (statistics background is a plus).

February 12, 2019

PART-TIME FINANCIAL ADMINISTRATOR

Overview: The Financial Administrator is responsible for all financial dealings of the presbytery and will see that all financial policies and procedures of Salem Presbytery are observed. This person provides information for budget meetings, communicates financial statements to churches and manages the financial requirements of the presbytery according to accepted accounting principles.

Reports to: Presbyter for Administration.

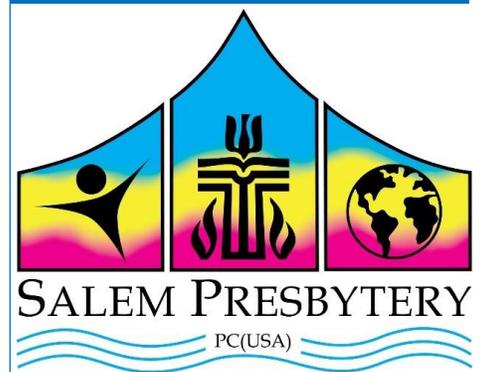
Responsibilities:

Supervision and coordination of all financial activities and the recording of all financial details of Salem Presbytery including but not limited to:

- Cash accounts including petty cash fund, funds deposited to secured; financial accounts, reconciliation of bank statements (monthly)
- Billing, accounts receivable;
- Purchasing, accounts payable, payment of liabilities;
- Payroll input and accounting, employee records and time logs;
- Maintenance and control of subsidiary ledgers and accounts;
- All simple and complex accounting transactions to ensure the integrity and confidentiality of all general and restricted funds;
- Enter data into and review data entry into the Quick Books/current data base system;
- Ensure maintenance of effective internal controls and compliance procedures (i.e. double custody, etc.) to ensure safeguarding of assets and reliability of financial statements;
- Ensure effective internal controls of all current and past financial records and detail information;
- Ensure that financial data is stored off site and that the backup of all current financial activities;
- Monitor tax reporting to ensure compliance with all local, state and federal requirements;
- Perform monthly (or more often as required) systematic balancing of all ledgers, accounts, and journals;
- Prepare monthly, quarterly and annual financial reports;
- Prepare annual budget reports for presbytery approval;
- Participate in annual audit;

PURPOSE:

To ensure the financial health of Salem Presbytery by managing the accounts receivables and payables of the organization such that the staff and members are well informed and can collaborate on the best use of funds to carry out and fulfill our mission and ministries.



Priorities:

The Financial Administrator of Salem Presbytery must have strong analytic and research skills; yet must also be flexible and possess excellent interpersonal skills to work well with all levels of staff, pastors, and laity.

- Maintain the preservation and organization of financial information, set up new files as required, remove obsolete files and maintain a data base of all materials in files;
- Maintain effective communications with colleagues;
- Attend and participate in meetings of presbytery and/or for presbytery as requested.

Additional Duties:

- Maintain the accounts receivable, accounts payable, general ledger, payroll account, including control accounts and subsidiary ledgers: make complex accounting transaction; maintain the integrity and use of the restricted funds both in compliance with the Presbytery, Presbyter for Administration and the Executive Council.
- Compute and verify data for receipts, invoices, bills, purchase orders, and employee time sheets; enter data into QuickBooks, ensure proper deposits of funds.
- Maintain the preservation and organization of the paper financial file system; set up new files; remove obsolete files (guidelines of retention records) maintain an index of all materials in file.
- Coordinate and work with the Executive Council in the development of presbytery budget.

Personal Characteristics:

- Possess excellent interpersonal skills and work well with all levels of internal management and staff, as well as pastors and laity.
- Use independent judgment to interpret and implement policies, procedures and computer applications related to the position.
- Build and maintain trust via an unwavering commitment to confidentiality regarding financial records of churches as required.
- Establish interpersonal relationships by supporting Presbyterian ministries in a cordial and professional manner and working with members of the team to accomplish financial objectives.

Education

- The equivalent of four years of college level coursework in financial administration with a minimum of three years field-related work experience.

February 12, 2019

FULL-TIME ADMINISTRATIVE ASSISTANT

Overview: The Administrative Assistant ensures the remote staff of Salem Presbytery are organized, prepared and connected while working closely with the Communications Director to ensure all members of Salem Presbytery are efficiently apprised and informed of news, events, and opportunities.

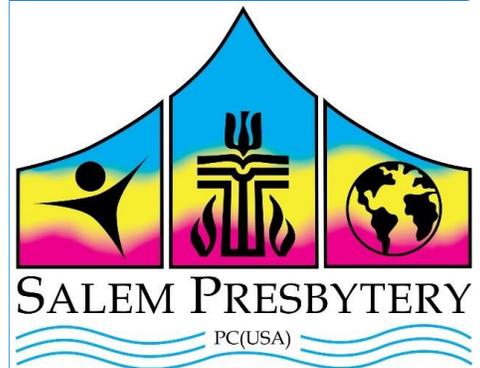
Reports to: Presbyter for Administration.

Responsibilities:

- Receive and distribute incoming mail to Salem Presbytery staff;
- Maintain the Salem Presbytery calendar and weekly prayer list;
- Assume these responsibilities related to Salem Presbytery meetings in collaboration with the Presbyter for Administration:
 1. Receive reports and prepare them for packets;
 2. Generate a draft docket for Executive Council approval;
 3. Provide the completed docket to the Communications Director for website publication;
 4. Assist in planning Salem Presbytery meetings and oversees set up of facility for planned meetings;
 5. Prepare and maintain official minutes of Salem Presbytery.
- In collaboration with the Presbyter for Administration and the Office of the General Assembly maintain official rolls of Salem Presbytery and statistical information related to Teaching Elder Membership.
- Maintain Presbytery database.
- Prepare all official correspondence including the annual stewardship mailing and quarterly communications.
- Maintain roster of Kate Bitting Reynolds Fund recipients, in collaboration with the Presbyter for Administration, and advise Synod of Mid-Atlantic of changes in participation; verify accuracy of roster for semi-annual meeting of the KBR Committee.
- Work with Commission on Ministry to assure all reports and contracts are filed.
- With the Presbyter for Administration, coordinate the Annual Statistical Report process and other year-end reporting to the Office of the General Assembly.

PURPOSE:

To support the Presbyter for Administration, the Presbyter for Transformational Ministry and the Presbyter for Leadership Development as needed to ensure the vision and mission of Salem Presbytery is carried out and fulfilled.



Priorities:

The Administrative Assistant must be flexible, possess excellent interpersonal skills and work with all levels of internal management and staff, as well as pastors and laity, in support of the mission and ministry of Salem Presbytery.

Qualifications:

- Demonstrates an uncanny attention to detail and can work independently.
- Can expertly organize and administer information without errors.
- Follows through on assignments and deadlines without prompting.
- Uses proper English including spelling, grammar and punctuation.
- Understands business correspondence formatting and formal communication.
- Manages time effectively, including organization of work, setting job related priorities, meeting deadlines, and following assignments with minimal direction.
- Is proficient with office software, including Word, Excel, and Outlook.
- Can maintain standard office procedures and practices and uses presbytery software package to maximize efficiency.
- Interprets and implements policies, procedures and computer applications related to position.
- Has a deep knowledge of the P.C. (U.S.A.) Book of Order.

Personal Characteristics:

- Possesses excellent interpersonal skills and works well with all levels of internal management and staff, as well as pastors and laity.
- Uses independent judgment and can interpret and implement policies, procedure and computer applications related to the position.
- Builds and maintains trust via an unwavering commitment to confidentiality regarding records of ministers, churches and staff.
- Establishes interpersonal relationships by supporting Presbyterian ministries in a cordial and professional manner and works with members as a team.

Education

- The equivalent of four years of college level coursework in administrative support with a minimum of three years field-related work experience.

February 12, 2019

THE ENGAGEMENT PASTOR

Overview: Salem Presbytery values community and relationships and seeks to foster opportunities for pastors and elders to connect with one another periodically within the year. Given that Salem Presbytery is the seventh largest presbytery in the P.C. (U.S.A.) and that its churches extend from as far west as Watauga County and as far east as Chatham County, connectionism can be improved.

To address this challenge, Salem Presbytery is divided into six geographic communities, each led by an Engagement Pastor within that region. In the past, Salem had three neighborhoods (East, Central, and West) that attempted to provide opportunities for fellowship, and community building, but that also functioned within our committee structures. The Commission on Ministry will continue to have three neighborhood COMs, but within each of these will now be two community parishes that will provide greater opportunity for community building.

Collectively the community parishes serve as resource for the Presbyter for Transformational Ministry. These communities do not define the only method for connectionalism within Salem Presbytery, but simply provide connectivity within a closer proximity. The Presbyter for Transformational Ministry will help connect congregations beyond the community parishes in shared education, social justice, and mission.

Stipend: An Engagement Pastor is paid a stipend of \$2,160/year with a yearly contract.

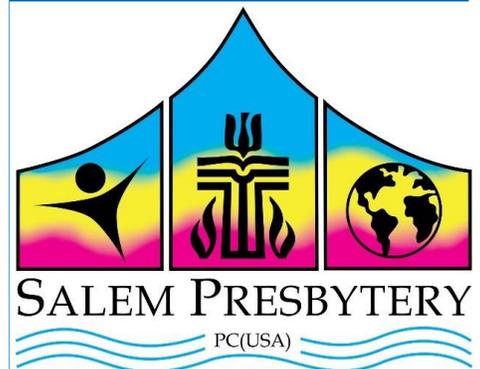
Reports to: Presbyter for Transformational Ministry.

Responsibilities:

- Coordinate and host monthly gatherings for pastors in their community parish.
- Identify resources for consultation, coaching, and pastoral care needs with pastors in their parish, encouraging action on the congregation's mission and vision.
- Connect regularly with the Presbyter for Transformational Ministry and other designated Engagement Pastors.
- Collect stories and information from congregations regarding programs, missions, etc. and report to the Communications Director for use in Salem Presbytery's communication strategy.

PURPOSE:

An Engagement Pastor serves as a point of connection for community parishes within Salem Presbytery for education, social justice, and mission; promoting awareness and opportunities for shared ministry within the community and throughout the presbytery.



Priorities:

The Engagement Pastor develops a relationship with the religious leaders of each congregation within the parish, serving as both a resource and point of connection to Salem Presbytery.

- Encourage congregational collaboration in education, social justice, and mission opportunities.
- Attend Neighborhood Commission on Ministry meetings.
- Areas of focus as directed by Presbyter for Transformational Ministry.

Community Parishes

- Watauga, Ashe, Alleghany, Wilkes, Surry, and Alexander Counties – 19 congregations
- Iredell and Yakin Counties – 21 congregations
- Forsyth, Stokes, and Rockingham Counties – 28 congregations
- Davie, Rowan, and Davidson Counties – 25 congregations
- Guilford and Randolph Counties – 26 congregations
- Caswell, Alamance, and Chatham Counties – 23 congregations

Qualifications:

- The Engagement Pastor will be a highly organized, active, ordained or commissioned member of the Presbytery with excellent communication and interpersonal relationship skills.

Salem Presbytery Campus Ministry Information

Campus Ministry	Funding Request 2018
Appalachian State – Third Place	42,000
Ukirk Greensboro	41,000
Faith Point @ Saint James	29,000
Winston Salem Area Campus Ministry (Salem & Wake Forest)	12,500
Grace - WSSU	9000
UNCSA – Listening Post	7,000
Elon	-
TOTAL	140,500

CURRENT POLICY & REQUIREMENTS TO APPLY FOR FUNDS

The policy of Salem Presbytery is to support campus ministries at a 60/40 ratio, with 60% from Presbytery and 40% from local sources. In order to make our request, we ask that each ministry provide:

- **a letter of specific funding request including any helpful narrative** for the Committee to consider
- **a current year to date budget**
- **a year-to-date balance sheet** detailing all assets and liabilities
- **a full budget for the proposed year** that includes all proposed revenue and expenses

Below are the following minimum organizational standards for funding from Salem Presbytery:

1. Each ministry must be either A) an incorporated 501 (c) 3 non-profit organization with the State of North Carolina or B) a department of a local congregation of the P.C. (U.S.A.). With this, tax-exempt status can be connected with the local church status as registered with the State of North Carolina.
2. Each ministry must have the oversight of either a Board of Directors or the Council/Session of a particular congregation. Ecumenical ministry partners must include P.C. (U.S.A.) representation on the local board/council.
3. The ministry must have in force, at a minimum, Directors and Officers Liability Insurance coverage. If they have property, they must also have appropriate property and liability coverage for the facility. Each minister & employee must follow minimum standards of Salem Presbytery, as such.
4. For those ministries receiving funding from the Presbytery, the ministry is required to have a 3rd party review its accounting every two years. The Presbytery Campus Ministry Committee can help arrange for the review if necessary.
5. Each ministry must have a fund development plan, approved by its board/council, which includes multiple revenue sources (congregations, fundraisers, individuals, grants, investment income, etc.).
6. To receive funds from Salem Presbytery, each independent campus ministry (those that are not part of a congregation) must demonstrate 100% participation of the board of directors in financial giving to the ministry.
7. Each funding request must be accompanied by 1) current year to date budget, 2) a year-to-date balance sheet detailing all assets and liabilities, 3) a full budget for the proposed year that includes all proposed revenue and expenses, and 4) a fund development plan.

Proposal:

Key Recommendations:

Prioritize support for developing campus ministry funding by working with the Presbyter for Transformational Ministry and the Director of Stewardship and Development to design sustainable funding through a combination of fundraising, congregational partnerships, and entrepreneurial ventures so that ministries are more self-sufficient and also increasing connections to local congregation(s). The goal is to remove line item funding for campus ministry, and moving to a grant-based process.

Recommend: That the Presbytery move to a distribution process that the Implementation Team will put into operation that will begin at the end of the 3-year phased reduction.

Recommend: Presbyter for Transformational Ministry and the Director of Stewardship and Development will prioritize working with campus ministries and helping facilitate partnerships with congregations, and develop sustainable stewardship plans.

Phased budget reduction as ministries increase partnerships with local congregations and move away from line item support for campus ministry.

Recommend: Year 1 =90% of previous year’s funding given to campus ministry directly; Year 2 = 80% of previous year’s funding; Year 3 = 80% of previous prior year’s budget. Given the 2018 funding, the distributions would be as follows:

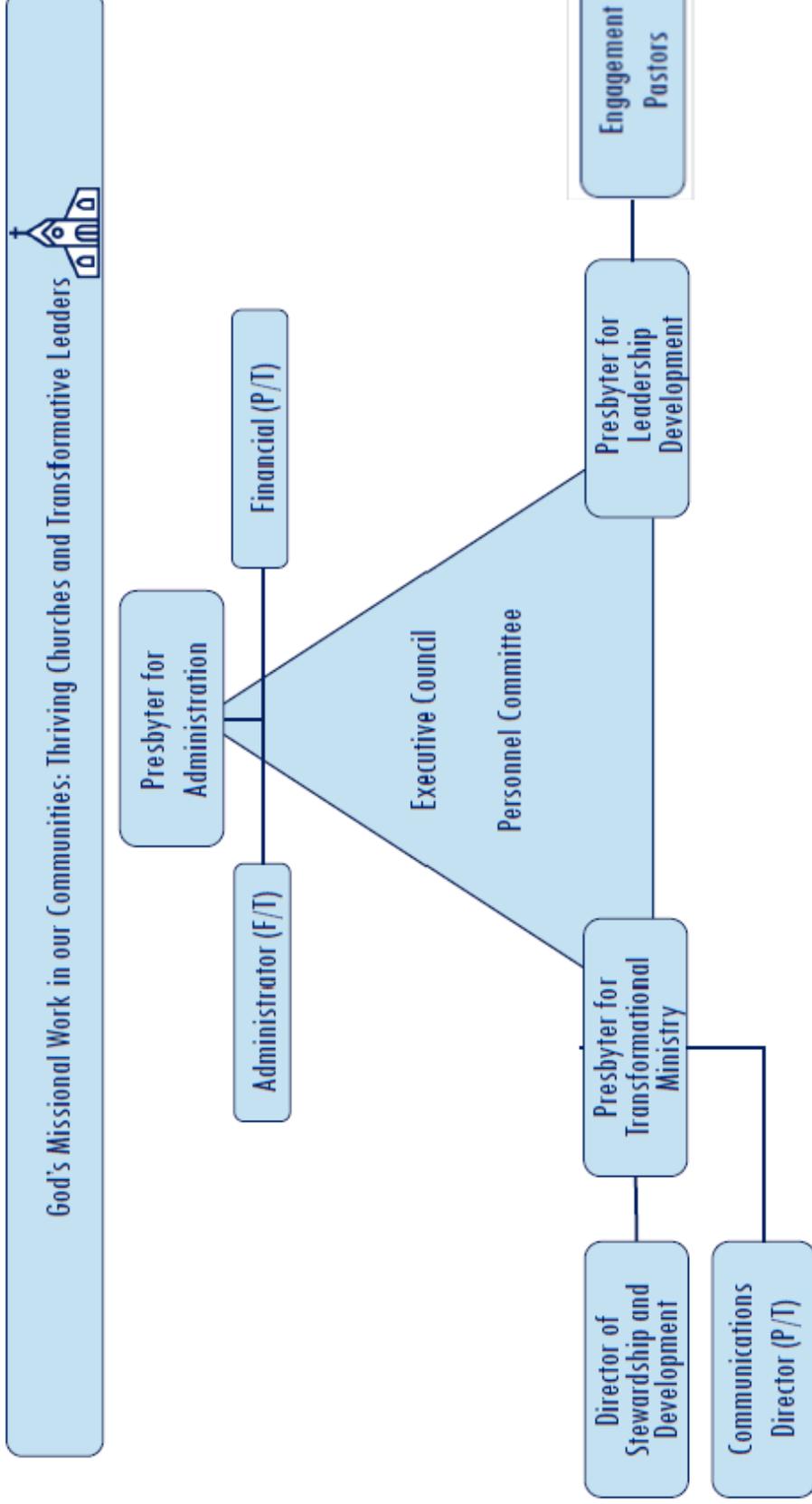
Campus Ministry	2018	Year 1	Year 2	Year 3
ASU	42,000	37,800	30,240	24,192
NC School of the Arts	7,000	6,300	5,040	4,032
St. James at A&T	29,000	26,100	20,880	16,704
Ukirk of Greensboro	41,000	36,900	29,520	23,616
W-S Area Campus Min.	12,500	11,250	9,000	7,200.00
W-S State - Grace Pres.	9,000	8,100	7,200	5,760
Total	140,500	126,450	101,880	81,504
		90%	80%	80%

After the third year, the total line item for campus ministry would be made available by a process approved the Implementation Team. The Church Growth and Development Committee would design and administer the grant process to encourage accountability, measures of faithfulness, best stewardship practices, and to share the good news of what God is doing in these ministries.

Recommend: The Presbytery will make grants available, through Church Growth and Development, to campus ministry programs for investment in specific initiatives (not general operating budgets). Thus, making what funding that is available more equitable and accessible.

Consider a Donor Advised Fund or endowment set up for Campus Ministry through the Presbyterian Foundation.

SALEM PRESBYTERY ORGANIZATIONAL STRUCTURE



In the PC(USA), the presbytery personnel committee is granted authority by the Presbytery to "consider and conclude matters referred to it," (G-3.0109). The committee works in covenant partnership with the Head of Staff to oversee and support the staff, and to insure the staffing of the Presbytery is fulfilling its responsibility to carry out the Presbytery's mission and ministry.



SALEM PRESBYTERY

By the grace of God and the working of the Holy Spirit, Salem Presbytery is a catalyst for transformative ministry and leadership in local congregations and worshipping communities so that Christ's mission of love and justice is kindled and carried out in the church and in the world.

Salem Presbytery										
Dream Team Proposed Budget										
	Budget 2018	Proposed Year 1	One-Yr. Budget Reduction	Projected Year 2	Projected Year 3					
Staff										Compensation Details for 2019, 2020, 2021
Presby Administration		117,984		117,984	117,984			Salary	SECA/FICA	BOP
Presby Transform		103,236		103,236	103,236			80,000	6,120	31,864 full time
Presby Leadership		103,236		103,236	103,236			70,000	5,355	27,881 full time
* Communications		26,913		26,913	26,913			70,000	5,355	27,881 full time
Admin. Support		53,060		53,060	53,060			25,000	1,913	0 1/2 time
* Stewardship & Development		32,295		32,295	32,295			40,000	3,060	10,000 full time
Financial Admin.		42,974		42,974	42,974			30,000	2,295	0 1/2 time
	527,175	479,698	47,477	479,698	479,698			21,850	1,672	19,452 1/2 time
Campus Ministries								336,850	25,770	117,078
ASU	42,000	37,800		30,240	24,192					
NC School of the Arts	7,000	6,300		5,040	4,032					
St. James at A&T	29,000	26,100		20,880	16,704					
Ukirk of Greensboro	41,000	36,900		29,520	23,616					
W-S Area Campus Min.	12,500	11,250		9,000	7,200					
W-S State - Grace Pres.	9,000	8,100		6,480	5,184					
	140,500	126,450	14,050	101,160	80,928					
		10%		20%	20%					
SEND										
GA Shared Mission	14,000	7,000		10,000	10,000					
GA Per Capita	120,000	60,000		90,720	110,952					
Synod Per Capita	19,022	9,500		14,120	14,120					
NC Council of Churches	4,000	2,000		3,000	3,000					
	157,022	78,500	78,522	117,840	138,072					
Council/Committees										
Church Growth	500	500		500	500					
COM	9,850	7,591		7,591	7,591					
Send Communications	1,000	0		0	0					
Council	200	200		200	200					
Equip	4,600	0		0	0					
Personnel	1,000	500		500	500					
COPM	10,000	7,500		7,500	7,500					
Resource Center	1,620	1,620		1,620	1,620					

	41,000	18,000	23,000	18,000	18,000	18,000
Total Expense	1,015,257	810,449	204,808	824,499	824,499	824,499
Salem Presbytery Budget						
Revenue	2018	Year 1		Year 2	Year 3	
Undesignated Giving	700,000	650,000		650,000	650,000	
Per Capita	45,000	60,000		60,000	60,000	
Other Receipts	11,000	20,000		20,000	20,000	
Dismissal of Churches	15,000					
Interest on Investments	26,000	24,000		24,000	24,000	
Other Interest	2,550	1,800		1,600	1,400	
Conference Revenue	15,500	7,500		7,500	7,500	
Subtotal	815,050	763,300		763,100	762,900	
Withdrawal from Reserves	200,207	38,203		61,399	61,599	
	1,015,257	801,503		824,499	824,499	
Other Considerations:						
The proposed budgets do not reflect an increase in church giving; although that is our hope and goal.						
The proposed budgets do not reflect any revenue from the sale of our property.						
The proposed budget reflects reductions in campus ministry which is sought to be subsidized through grants.						