

Executive Pastors: Strategies for Oversight of Campuses and Campus Pastors

Tuesday, March 7, 2023

2:00 - 3:15 pm



Executive Pastor Gregg Ellery

Family

Married to my wonderful wife, Valerie

We have 4 grown children and
5 grandchildren



Role & History

Bayside Member - 20 years+ **On Staff** - 12 Years

Title - Executive Pastor – over all Campuses (7 years)

Reports Directly to - Pastor Randy Bezet

Direct Reports - 9 Campus Pastors and 1 Administrative Assistant



Bayside Leadership Structure Executive Management

Pastor Randy – sets Vision/Direction

Lead Team:

Resources/Operations/New Initiatives & Mandates/Culture/DNA

- **Campuses** – (Gregg Ellery) 9 Locations – EVERYTHING
- **Creative** – (Kristin Becnel) Culture, Weekend, Video, Web & Print
- **Business Office** – (Alex Anderson) HR, Accounting, IT, Asset Management

RELATE

- **Next Gen** – (Luke Graham) KIDS/YTH (Middle & HS)
- **Worship** – (Brandon Bustamonte) Weekend/Event Production and Writing & Publishing
- **Discipleship** – (Aimee McCullough) Growth Track, CARE, Groups College - Student Life, Curriculum, Staff, Professors
- **Missions** – (Mark Mateer) RELATE Conference, Coaching, Pastor Randy's POD Cast (The Relational Leader), Pastor Randy's Covenant Group

RELATE

Campus Pastor

Attributes??

Discussion...

Campus Management

4 Primary Topics for today...

- 1.) **Campus Pastor** - Who/Role & Priorities
- 2.) **Multisite Oversight** – My Schedule
- 3.) **Campus Staffing** - Metrics
- 4.) **Development** - The NEXT Campus Pastor

Campus Pastor

Campus Management - EASIER (not foolproof) with the
RIGHT Campus Pastor in place

Who & Role:

- 1.) **Called to the House** – Vision Carrier – quickly aligns, adopts – house replicator
- 2.) **Called to Serve THAT Community** – he must see himself raising his family there
- 3.) **Great Relationally** – easy to be around, enjoyable, honoring, humble, called, others first
- 4.) **Great Builder of Teams & Leaders** – eyes and ears for potential, empower others, do ministry through others/teams

RELATE

- 5.) **Strong Communicator** – weekdays – often more important - than Weekends
- 6.) **Strong Spiritually** – understand core spiritual situations – awareness and experience
- 7.) **Strong Fun Quotient** – always fun with people & tasks, enjoy & easy to be around
- 8.) **Good Management Instincts** – seer, feeler, good gut, get it
- 9.) **Good Admin & Stewardship Instincts** – calendars, time management, timely email responses, budgets
- 10.) **Good Problem Solver** – collaborative, seeks understanding first, presents Solutions, get to yes

Campus Pastor

Priorities:

- 1.) **Grow the Campus – through Engagement**
 - a. **Circle of Engagement (Gregg's)**
 - i. People Come - mostly because they were invited by a friend/family
 - ii. People Stay - because of weekend excellence & safety
 - iii. People who Stay - get engaged (Growth Track, Assimilation Program)
 - iv. People who are Engaged - Serve somewhere (use their gifts)
 - v. People who Serve - get discipled (Teams, home Groups, Leadership)
 - vi. Discipled people - give
 - vii. Giving people – invite other (closing the circle)

Campus Pastor

Priorities: (con't)

2.) **Care for their Staff & Feed**

- a. **Spiritually** – pray, care & heal, take care of needs, celebrate, model time with God & His Word
- b. **Model Vulnerability & Openness** - be a transparent leader
- c. **Relationally Model** - connect with members, first step, next step, nurture relationships, model what you expect
- d. **Team Fun** – fun days, games, family get togethers – parks, bowling, food etc.
- e. **Team Unity** – solving, fixing, dealing with...whole team mentality (no silo's)
- f. **Lead through Teams** – Model Team Building (no Doers - Empowerers)

Campus Pastor

Priorities: (con't)

3.) Provide a Great Weekend Experience

- a. **Always Be Pointing** - People to the Lord, His Word, His Ways
- b. **Excellence** - in All Ministries
- c. **Safety** - in KIDS & YTH, Non Negotiables
- d. **Be Yourself** - Campus Awareness & Proportionality
- e. **Others First** - Focused Outside of Self or Team

Campus Pastor

Priorities: (con't)

- 4.) **Build Teams** – through Engagement
- 5.) **Grow Leaders** – through Training, Opportunity (Ask), Coaching
- 6.) **Feed Members Spiritually** – Usher in Presence, Spirit led, Growth Track, Groups & Care
- 7.) **Incessantly Tinker** – ask why, can we make it better, internal sense of time to tinker

Multisite Oversight My Schedule

Purpose:

- **Stay Connected** – Builds Relationship
- **Be Present** – Builds Trust
- **Support & Solve** – Builds Dependability
- **Collaboration/Cross Talk** - Builds Unity, Honor & Trust
- **Minister** – Be there when it counts
- **Lead Up** – Keep Ps Randy Updated – Often

Multisite Oversight My Schedule

Primary Functions:

- **Represent Campuses at Lead Team Meetings:**
 - Campus Perspective & Uniqueness to Lead Team Meetings

- **Oversight of:**
 - Campus Pastors & Campus Operations
 - Campus Growth & Engagement
 - Campus Staffing & Alignment
 - Campus Budgets & Capital Expense
 - Mergers & Acquisition

My Schedule

Weekly

Campus Weekend Experience - Visits

Never's...

- Never come as inspector #9- with a clipboard
- Point out “issues” in the moment – unless “deal breaker”
- Leave without saying goodbye to Campus Pastor & Staff
- Suggest a fix – without the ability to resource it soon
- Make a passing comment - influence of voice
- Make specific promises – “let me look into that”

My Schedule

Always...

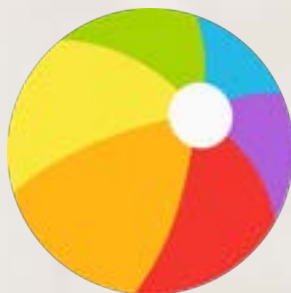
- Encourage staff - positively leverage my influence, inside knowledge
- See it, Share it, Celebrate it – on the spot
- Trust Builder - Solve, get Resources
- Connect with/Listen to Members & Visitors – learn a lot
 - A.) Sit in Service
 - B.) Pop into Ministry environments
- Come late to service – 15-20 minutes – parking lot/doors
- Remove name tag - Try to walk into restricted areas – KIDS, YTH
- Connect with Facilities folks
- Listen, Listen, Listen
- Make Notes Immediately – in Car

My Schedule

Weekly (con't)

Marco Polo:

- Sunday's verbal update on Services



My Schedule

Bi-Weekly

Zoom with all CP's

Reminders - events, due dates, ministry issues, best practices talks, clarity time, time of encouragements, etc.

Resource “Guests” – deep dive on topic, reminder, concerns, new thing

My Schedule

Bi-Weekly (con't)

Campus Status Report

- 1.) What Am I working on/doing?
- 2.) What's Working at my Campus?
- 3.) What's Not Working at my Campus? – with Solutions
- 4.) New Initiatives – traction, updates, struggles (Big 3 in 2023)
 - **God First (self)**
 - **Others Focused(stories)**
 - **On Mission (Engagement/Workflows)**

My Schedule

Bi-Weekly (con't)

Campus Status Report

- 5.) Attendance (4 week Moving Average [MA])
- Attendance – all in
 - Kids – all in
 - YTH – all In
 - Growth Track – all in

My Schedule

Monthly

Campuses Staff Meeting Visits

- Hang out
- Build Relationship
- Listen for Values
- Resource
- Gregg's help

Morning Prayer Attendance

- Observance
- On track
- values
- Dedication
- Pain too

My Schedule

Monthly (con't)

1-On-1 Meetings with each Campus Pastor

- Every 3-4 Meetings– Nothing but, you, kids, wife, life, vacation
- Every 3-4 – 4 questions
 - 1.) How am “I” doing for you?
 - 2.) What do you need more of from me / Less of from me?
 - 3.) What’s frustrating you?

My Schedule

Quarterly

Be Present at Campus Events

- Outreaches
- Special Events
- Trainings

Lunch with Pastor Randy and Gregg Ellery

- Catch up on life, wife, kids
- Share vision – something new coming (hear first)
- Reminders of Why
- Problem Solve

My Schedule

Quarterly (con't)

Meeting at my home – $\frac{3}{4}$ Day

- Casual - CP hang out
- Work collaboratively on problem(s)
- Air it out – issues, grievances - solutions – not a complaint fest
- Capital Expenses – Collaborative Prioritization
 - Safety
 - Weekend Experience
 - Facilities – Deferred Maintenance

My Schedule

Yearly

Staff Performance Reviews – 360, Peer Driven

Staff Engagement Survey – Staff “Culture” Survey (details)

Pastor Randy & Amy, Gregg & Valerie – CP’s & Spouse - Retreat Trip

- Washington, DC – Bible Museum, Capital & White House Tours
- NYC - Broadway, Ellis Island, Statue of Liberty, Wall Street
- Disney – Keys to Kingdom – Ministry time, Private 1-on-1 with Pastor Randy and Amy

My Schedule

Yearly (con't)

6-8x's - Hangouts with GE (CP, Spouse, Kids, whole Family)

- Hockey Games, Football Games, Plays/Shows/Concerts, Dinners Out, Lunches, Mudder, Air Show, Daddy Daughter events, Father Son Events, Boating/Fishing

2-3x's (Spouses meet up's)

- My wife meets individually with CP spouse

Campus Staffing

New Campus Staffing:

Start New Campus:

Increases:

(1) CP (FT)	+	1 ACP @1,500	+1 @3000
(2) Admin (PT)	+	.5 @500	
(3) Worship Dir (FT)	+	1 @1,000	
(4) Kids Dir (FT)	+	.5 every 150 kids	
(5) YTH Dir (PT)	+	.5 every 150 students	
(6) Prod Coord (VOL)	+	.5 @500	
(7) Discipleship (FT)	+	1 every 500	
(8) Hospitality (PT)	+	.5 every 50 volunteers	
(9) Outreach (VOL)	+	.5 @500 Att, (FT) @1,000	
(10) Facilities (PT)	+	.5 Depends on bldge sq. foot	

Developing THE NEXT Campus Pastors

Like a College Football Coach – always asking Campus Pastors to be recruiting for THE NEXT CAMPUS PASTOR

Struggled to develop from within the
THE NEXT CAMPUS PASTOR

Last 3 or 4 Campus Pastors came from outside

Two forms –

- From Within
- From Outside

Developing THE NEXT Campus Pastors

From Within (Easiest):

- Years of Culture, DNA, Values & Whys instilled
- Learning Curve – is behind them
- Focus on job function & experiences
- Already Bought In
- Seen In Action, Stress, Pressure - Potential

Developing THE NEXT Campus Pastors

From Outside (more difficult):

- Breaking past experiences, patterns, comforts, processes
- Time to Exhaust – “the way we used to do it at”
- Conversion Time - New Culture, DNA, Values & Whys
- Must Be Sold On vs. Already Bought In
- Spend Time on Above - Not with People

The NEXT Campus Pastor

- Asked Campus Pastors for a Staff Member that exemplifies the Campus Pastor qualifications.
- 8 names submitted
- Discussed each candidate with submitting Campus Pastor
- 6 had lunch with Gregg Ellery
- 4 ultimately chosen

The NEXT Campus Pastor

Developed The NEXT Modules with Campus Pastors

Campus Pastors Developed a 3-5 page (fill in the blank) Module

- 1.) Prayer & Fasting
- 2.) Kingdom Mentality
- 3.) Honor & Attitude
- 4.) Healthy Relationships
- 5.) Teachable Leader
- 6.) Holy Spirit
- 7.) Studying and Presenting the Bible
- 8.) Vision
- 9.) Integrity

The NEXT Campus Pastor

Spend a day with each Campus Pastor (at their campus):

Tour Campus Building

- strengths, weaknesses, pinch points, problems, etc.

Lunch With Campus Pastor

- Get to know them as a person – grew up, family, church background, character

Return to Campus

- Walk through Module (Integrity, Holy Spirit, Vision, etc.)

The NEXT Campus Pastor

- 1.) Campus Pastor – Takes quiet time to reflect and make notes
- 2.) Score Sheet – Filled out by Campus Pastor on each candidate
- 3.) Campus Pastors - meet to compare notes, observations, strengths, weaknesses, areas for development
- 4.) Match Candidate's - weakness with Campus Pastor whose strength is in that area for future training

TO GET TODAY'S PRESENTATION:

- 1.) Go to: <https://www.therelatenetwork.com/>
- 2.) Click on Resources
- 3.) Search: Executive Pastors: Strategies for Oversight of Campuses and Campus Pastors (March 7th / Gregg Ellery)