



# **50TH QUADRENNIAL SESSION OF THE GENERAL CONFERENCE**

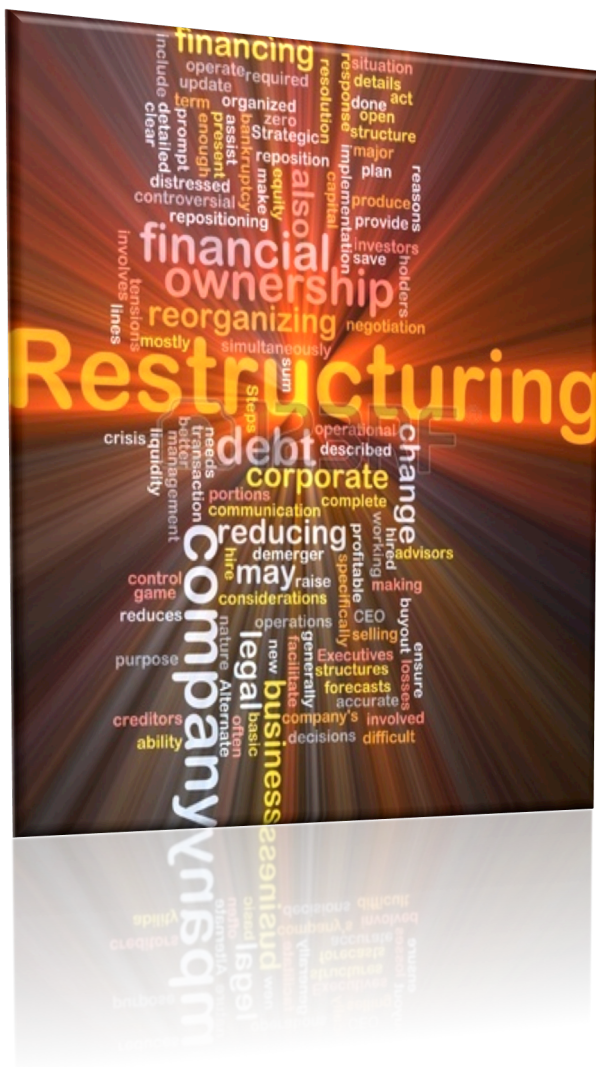
**THE AFRICAN METHODIST EPISCOPAL ZION CHURCH**



## **RESTRUCTURING COMMISSION REPORT**

*JULY 21 2016*





# 50<sup>TH</sup> QUADRENNIAL SESSION OF THE GENERAL CONFERENCE THE AFRICAN METHODIST EPISCOPAL ZION CHURCH

## RESTRUCTURING COMMISSION REPORT JULY 21 2016

## RESTRUCTURING COMMISSION REPORT

To the Board of Bishops, General Officers, and Delegates of the 50<sup>th</sup> Quadrennial Session of the General Conference of The African Methodist Episcopal Zion Church, ***"In all your ways acknowledge Him, and He shall direct your paths."*** The Restructuring Commission, after diligent review of its assigned task and making a conscientious effort to provide comprehensive and feasible recommendations for resolutions of apparent problems, submits the following report:

Commencing with the General Conference of 1976 and commissioned with each successive General Conference including the 49<sup>th</sup> Quadrennial Session of the General Conference, the Restructuring Commission (hereinafter referred as "the Commission") was mandated to **1)** review and develop recommendations that would enhance the operation of the general departments and administrative boards; **2)** review and make recommendations for a new operating structure for The African Methodist Episcopal Zion Church; and **3)** develop a plan for permanent contiguous Episcopal Districts.

Under the guidance and directions of its chairman, Bishop W. Darin Moore; First Vice Chairman, Bishop Dennis V. Proctor; and Second Vice Chairman, Bishop George W. C. Walker, Sr. (retired), a systematic plan and timetable was proposed to enhance the Commission's ability to advance and complete the work of the Commission. Strict attention was given to provide continuity with the previous work of the Commission.

Beginning with the 2013 Connectional Council meeting, the Commission has informed participants at Connectional Council meetings as to the process and progress of the report as it was being developed.

- It is important to note that the work and process of the Commission have been transparent and comprehensive to avoid any appearance of bias.
- The Commission has been intentional in its effort to keep the Board of Bishops abreast of its work.

- Also, in a further attempt to allay concerns and apprehensions, the Commission met with and interviewed all General Officers and received feedback before releasing information to anyone else.

The 2012 General Conference authorized the hiring of a professional management team. In compliance with that mandate, a management team of persons with extensive corporate experience and expertise was appointed.

The assigned task of the MRT was to review:

- General Departments
- General Officers' roles, responsibilities, and interactions
- Operation of The A.M.E. Zion Church Headquarters, including the Renaissance Center

Also significant to this process was the appointment of Restructuring Commission sub-committees that were assigned to specifically study and review the areas of concern and, in certain instances, interview persons essential to the process and make recommendations to the full Commission for assessment.

The following sub-committees were appointed:

1. CONNECTIONAL COUNCIL STRUCTURE
2. REVIEW OF DEPARTMENTAL STRUCTURE
3. EPISCOPAL REALIGNMENT

### **1. CONNECTIONAL COUNCIL**

Integral to the effective and efficient functioning of the Administrative Boards and Departments is the viability and functionality of the Connectional Council.

The Commission also found that there were boards and commissions that have not been functioning. The Commission review included evaluating the present structure, function(s), and the relevance to The African Methodist Episcopal Zion Church today.

As a result of the review of the Commission on the Connectional Council, the Commission submits the following recommendation:

## **RECOMMENDATION I**

The Commission recommends that the Connectional Council consist of sixteen (16) Administrative Boards and Committees that are amenable to the Connectional Council.

### **Administrative Boards:**

1. Christian Education Board
2. Church Growth
3. Communications (combination of former Public Relations and Publications Boards)
4. Connectional Budget Board
5. Connectional Trustees (combination of former Connectional Trustees and Zion Benefits Boards)
6. Global Missions Board
7. Lay Activities
8. Statistics, Records and Archives

### **Committees:**

1. Appeals
2. Commission on Discipline Codification
3. Compilation
4. Harriet Tubman Home
5. Restructuring Commission
6. Social Justice and Economics Development (combination of former Temperance, Race Relations, International Relations, and Family Life Committees)
7. Theological Seminary
8. Worship and Ritual

All Boards, Commissions or Committees not listed above appearing in the 2012 Book of Discipline are abolished.

Each Administrative Board and Committee will consist of equal representation of clergy and lay members. There will be a total of twelve (12) clergy members and twelve (12) lay members from each Episcopal District of the Church.

All board members should have been elected as a General Conference delegate or an alternate delegate, in order to serve. The position of a Third Vice Chair on each board shall be a lay person.

## **2. REVIEW OF DEPARTMENTAL STRUCTURE**

As a result of the management audit, the following findings were submitted.

### **ACCOUNTING**

Of the thirteen (13) departments:

- Each handles their own accounting and bookkeeping
- Each has separate bank accounts and banking relationships
- Most departments outsource their bookkeeping without coordinated contracting of services
- Most departments contract separately for their accounting and auditing services
- Financial reports from various departments are in different formats
- Multiple accounting software packages are utilized

### **HUMAN RESOURCES**

Of the thirteen (13) departments:

- At least nine (9) variations of employee policies
- At least nine (9) variations of workforce guidelines
- Job descriptions not prepared for all positions
- Payroll processing is outsourced to multiple third-party companies

### **IT/DATABASE**

Of the thirteen (13) departments:

- Each publication has independent departmental subscriber databases (currently not shared)
- The software used in each department does not communicate with each other
- At least five (5) different software applications

- At least five (5) outside third-party vendors for technical support
- Four (4) departmental websites not currently linked to The A.M.E. Zion website

## **PRINTING/PUBLISHING**

- All of Zion's four (4) primary publications are outsourced printed
- No "press quality" in-house printing
- Brochures, curricula, books are produced/published outside the Publishing House
- Quality copier not available in headquarters for use by all staff
- Printing/reproduction for large jobs are outsourced
- No leveraging of Zion's total publishing needs for printing services

We found in our analysis that there are thoroughly committed and competent General Officers who represent Zion very well. However, they work in redundant systems and infrastructure operating as detached individual companies with limited governance and oversight. This structure resulted in disconnected visions and strategies.

After careful analysis and examination of the stated areas of concerns, and recognizing the need for an innovative and more efficient paradigm of operation, the Commission submits the following recommendations for adoption.

## **DEPARTMENTAL STRUCTURE - RECOMMENDATION II**

It is recommended that the following in Paragraph 129 of The 2012 Book of Discipline be adopted:

- General Secretary-Auditor (no change)
- Chief Financial Officer (nominated by Administrative Board and elected by General Conference)
- Chief Operating Officer (nominated by Board of Bishops and elected by General Conference)
- Secretary of Christian Education (no change)
- Secretary-Treasurer of Global Missions (no change)
- Executive Director of Zion Benefits Services (nominated by Administrative Board and elected by General Conference)

- Chief Communications Officer (nominated by Administrative Board and elected by General Conference)

The following will become staff positions reporting to the Chief Communications Officer:

- Star of Zion
- Quarterly Review
- Missionary Seer
- Public Relations

The following will become staff positions reporting to the General Secretary:

- Convention Manager
- Archivist

The following will become a staff position reporting to the General Secretary of Christian Education:

- Church School Literature

The following will be designated “Legacy” positions until 2024 (the position will be eliminated in 2024 or before, if the Legacy Officer resigns/retires):

- Church School Literature Officer
- Convention Manager/Director of Public Affairs

Further, the Administrative Boards are charged to develop position descriptions, qualifications, duties, and process of application and nomination for the above officers.

**See Exhibit 1.**

### 3. EPISCOPAL REALIGNMENT

#### Recommendation **III**

The final area of analysis and study was on Episcopal Realignment. After completion of its work, it was concluded that in order to remain strong in structure with twelve (12) Episcopal Districts, it is recommended by the Commission that the alignment of the Episcopal Districts remain the same with the exception of the following changes:

➤ North Eastern

<b>New England</b>
<b>New York</b>
<b>New Jersey</b>
<b>Western New York</b>
<b>Bahamas</b>
<b>London-Midland</b>

➤ Mid-Atlantic

<b>Allegheny</b>
<b>East Tennessee-Virginia</b>
<b>Ohio</b>
<b>Philadelphia-Baltimore</b>
<b>Virginia</b>
<b>Barbados</b>
<b>Guyana-Suriname</b>
<b>St. Vincent</b>

➤ Central Southern Africa

<b>East Angola</b>
<b>West Angola</b>
<b>South Africa</b>
<b>Zimbabwe</b>
<b>India</b>

**See Exhibit 2.**

## **CONCLUSION**

The Commission has previously and consistently put forth the premise that, if we are going to excel as a church, we need to examine ourselves to make sure we have incorporated best practices for church management. It has become increasingly necessary that we seriously consider transforming our structure, our strategies, and our operating systems to meet the needs of this present age.

A cursory analysis by the most casual observer will verify that our historical base is being challenged. Zion's membership base is aging and we are confronted with diversified neighborhoods. To further exasperate the agonizing dilemma of dwindling membership, the national trend is movement to non-denominational churches.

As asked by the four lepers in 2 Kings 7:1-4, "Why are we sitting here until we die?" Remaining in status quo means death. The answer must be with a singular voice and a resounding "No!" Zion's future is bright but, to achieve sustained growth requires periodic examination and evaluation of our practices.

The Restructuring Commission appeals to the delegation of this 50<sup>th</sup> Quadrennial Session of the General Conference to critically and genuinely consider the recommendations in this report and decisively commit to the proposed changes for the enhancement of good management practices and coordination of a singular vision, branding, and message for the future.

Respectfully Submitted by,  
The Restructuring Commission

Bishop W. Darin Moore – Chairman  
Bishop Dennis V. Proctor – First Vice Chairman  
Bishop George W. C. Walker, Sr. - Second Vice Chairman (Retired)

Reverend Dr. George Banks  
Reverend Dr. Lewis M. Anthony  
Reverend A. Alfred Carson  
Reverend Derinzer Johnson  
Reverend Alexander Jones  
Reverend Robert E. Christian, Jr.  
Reverend Charles Darden  
Reverend Larry D. Robinson

**PIEDMONT**  
**MID-ATLANTIC II**  
**NORTH EASTERN**  
**MID-ATLANTIC I**  
**EASTERN NORTH CAROLINA**  
**SOUTH ATLANTIC**  
**MIDWEST**  
**ALABAMA-FLORIDA**

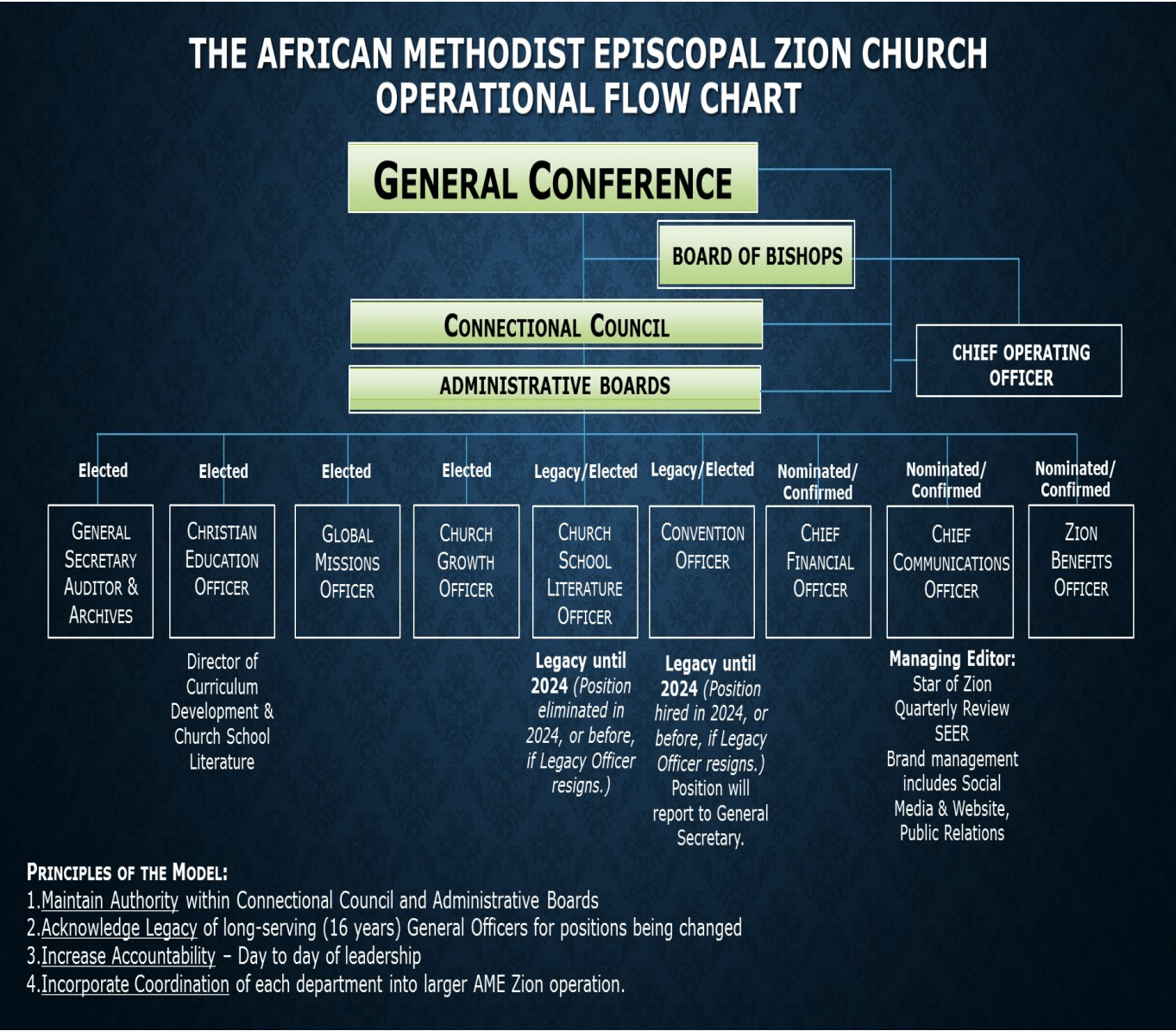
Mr. Jerry McCombs  
Dr. Barbara L. Shaw  
Dr. Brenda Smith  
Mrs. Loretta Sutton  
Mr. Joe Cromartie  
Ms. Linda Cratic  
Mrs. Lula Howard  
Mrs. Gloria Ellington

Reverend Tammy Herring  
Reverend Alphonso H. Meadows, Jr.  
Reverend Keith Harris  
Reverend John Morris

**SOUTHWESTERN DELTA**  
**WESTERN**  
**WESTERN WEST AFRICA**  
**EASTERN WEST AFRICA**

Mrs. Ava Swinton  
Attorney Neville Tucker  
Mrs. Shirley Holness  
Ms. Jacqueline L. Anthony

Exhibit 1.



## Exhibit 2.

<b>Piedmont</b>	<b>Eastern North Carolina</b>	<b>Mid-West</b>
<b>Blue Ridge</b>	<b>Albemarle</b>	<b>Indiana</b>
<b>West Central North Carolina</b>	<b>Cape Fear</b>	<b>Kentucky</b>
<b>Western North Carolina</b>	<b>Central North Carolina</b>	<b>Michigan</b>
<b>Jamaica (All Divisions)</b>	<b>North Carolina</b>	<b>Missouri</b>
	<b>Virgin Islands</b>	<b>Tennessee</b>
		<b>Trinidad-Tobago</b>
<b>North Eastern</b>	<b>Mid-Atlantic</b>	<b>Alabama-Florida</b>
<b>New England</b>	<b>Allegheny</b>	<b>Alabama</b>
<b>New York</b>	<b>East Tennessee-Virginia</b>	<b>Cahaba</b>
<b>New Jersey</b>	<b>Ohio</b>	<b>Central Alabama</b>
<b>Western New York</b>	<b>Philadelphia-Baltimore</b>	<b>Florida</b>
<b>Bahamas</b>	<b>Virginia</b>	<b>North Alabama</b>
<b>London-Midland</b>	<b>Barbados</b>	<b>South Alabama</b>
	<b>Guyana-Suriname</b>	<b>South Florida</b>
	<b>St. Vincent</b>	<b>West Alabama</b>
<b>South Atlantic</b>	<b>Western</b>	<b>Eastern West Africa</b>
<b>Georgia</b>	<b>Alaska</b>	<b>Nigeria</b>
<b>Palmetto</b>	<b>Arizona (to be merged with SWRM)</b>	<b>Central Nigeria</b>
<b>Pee Dee</b>	<b>California</b>	<b>Rivers Nigeria</b>
<b>South Carolina</b>	<b>Colorado</b>	<b>Lagos West Nigeria</b>
	<b>Oregon-Washington</b>	<b>Mainland Nigeria</b>
	<b>Southwest Rocky Mountain</b>	<b>Northern Nigeria</b>
		<b>Cross River Nigeria</b>
		<b>South Eastern Nigeria</b>
		<b>Southern Nigeria</b>
		<b>Akwa Nigeria</b>
		<b>Port Harcourt Nigeria</b>
<b>Southwestern Delta</b>	<b>Western West Africa</b>	<b>Central Southern Africa</b>
<b>Arkansas</b>	<b>North Ghana</b>	<b>East Angola</b>
<b>Louisiana</b>	<b>West Ghana</b>	<b>West Angola</b>
<b>Oklahoma</b>	<b>Mid-Ghana</b>	<b>South Africa</b>
<b>South Mississippi</b>	<b>Liberia</b>	<b>Zimbabwe</b>
<b>Texas</b>	<b>East Ghana</b>	<b>India</b>
<b>West Tennessee-Mississippi</b>	<b>Coté D'Ivoire</b>	
	<b>Togo</b>	