

# Structure and Communications Handbook

October 21

2013

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This document was prepared to clarify the organizational structure and the communication procedures of the Tennessee Baptist Missionary and Educational Convention, Inc. (TBM&E). Its purpose is to assist Convention members with understanding how the TBM&E positions are related and are to function as the Convention carries out its mission. The effective date of implementation for procedures in this handbook is November 1, 2013.

**Structure and  
Communications  
Handbook**

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## **STRUCTURE AND COMMUNICATION**

### **STRUCTURE**

This section of the Handbook is written to clarify the organizational structure and reporting responsibility of the various positions / officers within the Tennessee Baptist Missionary and Educational Convention, Inc. The Convention cannot be effective or efficient without distributing the workload that currently lies with the President. A critical viewing of the positions / officers reveals that it is needful that certain positions report directly to the President while others can better serve the Convention through a separate reporting structure. Therefore only the following positions are assigned to report directly to the President:

- Vice President At-Large
- Executive Secretary
- Communications and Media Director
- Disaster Relief Chair
- Recording Secretary
- Leaders of Pastors and Ministers
- Office of Finance and Budget, Secretary and Registration
- President of Youth and Children
- President of Choir
- President of Congress
- President of Laymen
- President of Moderators
- President of Ushers
- President of Women
- State Director of Missions
- East Region Vice-President
- Middle Region Vice-President
- West Region Vice-President
- News Letter Editor

See Appendix A for the organizational chart depicting the positions that report directly to the President. Appendices B – I show reporting responsibilities for other positions.

For duty descriptions of the Convention please refer to Appendix J. It is the responsibility of the Chairperson of Personnel to facilitate the writing or updating of the duties of each officer and / or office in the Convention as necessary.

## **COMMUNICATION**

It is pertinent for continuity and effective communication within this great Convention to address the various aspects of handling of committee reports and other communications. There has been much concern about the lack of communication to the members of the Convention who may not have an opportunity to attend meetings on a regular basis. Members of the Convention want to be and need to be informed as to its plans and activities. Colleges and universities have learned that there is a higher percentage of supporters among those alumni who are kept informed about the activities and needs of their beloved Alma Mater. It is concluded therefore, that communication will help engender support for the Convention. Consequently, ways to better provide information to Convention members have been considered.

The membership presents a challenge in that some are technologically equipped and prefer communication via use of social media, while others are unable to use such communication tools. To meet the challenge it is incumbent upon the Convention to communicate well with all of its members. For those who are technologically equipped and prefer communication via social media, the Convention will use the social media. For those who are not equipped to deal with such media, the Convention will use the postal services. During this changing of demographics and evolving age of technological advancement the Convention can be effective in its communication efforts by developing a list of members and the preferred method by which each member wishes to be kept informed. However, the Convention will make available hard copies of certain communications in the form of Newsletters and Annual Proceedings to all members. The Convention Secretary and its staff will develop and update the list each year by the time members are being informed of the Annual Session.

### **Directives from the President**

Directives may come from the President for various purposes:

- a. To make a direct assignment in meetings
- b. To establish, clarify, or change an existing policy or procedure

To make a direct assignment in meetings

As meetings are conducted, the President may find it needful to form a committee or task force for a specific short-term purpose. In such cases the person who is appointed Chairperson will draft a memorandum for the President's signature.

The memorandum will be written to clarify the task to be performed and the timeframe within which the task is to be completed. Upon the President's approval the memorandum will be signed for distribution to the appropriate person(s).

To establish, clarify, or change a policy or procedure

When there are situations whereby the Convention has to establish or change policies and procedures, the President (or the designee) will research the issue and complete the write-up for the distribution as appropriate. The write-up will include the effective date of implementation.

Memoranda will follow a pattern that includes some basic information and will be in regular use as a tool for communicating pertinent instructions. See an example of a memorandum format in Appendix K:

### ***Response to the President's Directive***

The response should follow the same memorandum format, with the body of the text detailing, point by point in the order presented and all that has been requested in the assignment. Said responses should also be in accord with the defined timeline. In some cases, as in completing an assignment, it may be needful to abstract the completed task in the memorandum and provide the complete report as an attachment to the memorandum.

### **Newsletters**

The Convention will develop a Newsletter for distribution by both bulk mailing and social media. An identified list of individuals and organizations will be developed and maintained by the Assistant Recording Secretary. The list is to be developed through the gathering of names from Convention members who prefer receiving hard copies of information rather than through the use of social media. Newsletter distribution will be done in accordance with the preference of the individual member.

The Convention President will appoint a Newsletter Editor. The Editor and his/her staff will design a form identifying the pertinent information that each ministry leader is to provide for inclusion into the Newsletters that are to be disseminated quarterly. Ministry leaders are to provide information to the Editor one (1) month prior to the date that the Newsletter is to be published for dissemination.

The Newsletters are to include, but not limited to, a letter of greetings from the President (opening page/front cover); a schedule at a glance of Convention activities for the next quarter; a section devoted to National Baptist Convention news; updates on home and foreign mission projects; upcoming educational opportunities; and other interesting highlights such as Churches or District Associations with specific unique ministries, 50-year pastors in the state, memorials and etcetera.

Articles worthy of National attention, as determined by the Editor and approved by the President, are to be sent to the Sunday School Publishing Board *Informer* as appropriate.

### **Annual Proceeding**

The Convention President will appoint an Editor to prepare an Annual Proceeding. The Annual Proceeding will be compiled each year. It will cover the time period from November 1 through October 31. It will include, but not limited to, the President's Stewardship Report / Address; the minutes from the Adjourned and Annual Sessions; the minutes from each of the three regional annual meetings; ministry reports from the Annual Session; the most recent iteration of the Constitution and By-laws; the annual financial report (including, for the next year: the budget; and for the previous year: the income, sources of income, disbursements and notes of purpose); state officers and contact information; registered districts, and moderators and their financial contribution; registered churches, their pastors and financial contribution; and note-worthy highlights from the National Convention, the State, Regions, and Districts.

### **Business Agenda**

In order to bring all items that are brought before the Convention to a conclusion, the President and Secretary will review the minutes for unfinished business. To assure that nothing is left unresolved, any unfinished business will be brought forward on every agenda until the issue / item has been brought to a conclusion.

A proposed agenda will be distributed two weeks prior to scheduled business meetings as to allow messengers to be prepared for discussions of agenda items. At the beginning of the meeting the proposed agenda will be presented and modified, if needed, to finalize the agenda.

### **Communications That Emerge From Presentations at Meetings**

When presentations are made at meetings, all such presentations are to be compiled and prepared for offering to the Convention messengers. In cases where the individuals may not have the means to make such copies, the report is to be sent to Headquarters at least one week prior to the meeting for copying. Reports and or official presentations should be typed and presented to the Convention Secretary or the designee prior to the presentation of the material. The information may be presented to the Secretary as a hard copy, email, website or whatever medium is suitable.

### **Communication from Congress Classes**

Each instructor is to provide a copy of the lesson syllabus and an abstract (no more than one half (1/2) page) to Headquarters at least four (4) weeks prior to the beginning of teaching sessions. This will provide an opportunity for distribution of materials to prospective messengers so that he or she will have ample time to evaluate their interests in the stated classes and select the classes most suited for their particular ministry objective. When the students arrive copies should be made available to them so that they can use as reference material and share the information with their home church.

See an example of a suitable syllabus in Appendix L.

### **Handling of Committee Reports**

Individuals / committees that have the responsibility to make reports at either the Annual Session or the Adjourned Session are to submit a written report four (4) weeks prior to the first day of the meeting. The report(s) is to be sent to the Headquarters office with attention called to the Executive Secretary / Administrative Assistant. The Executive Secretary / Administrative Assistant is to provide the reports to the President and/or Executive Committee for review. After review and making any necessary amendments and improvements, the report will be sent back to the committee to make the appropriate changes.

After the presentation, addressing of questions, and discussion among the messengers, the President (or the designee) will conclude the report / discussion by either calling for a vote or announcing the final disposition (or the next step to be taken), as appropriate.

For post sessions reports that need changing and/or further review, the said report shall be returned to the author. The necessary discussions, corrections, amendments, and revisions shall be noted and the report resubmitted no later than four (4) weeks after the close of the session.

### **Handouts for Messengers**

When certain reports are made and when classes are offered, the presenter is to have copies for messengers to take back with them as reference material.

**It is important that the Convention has a system to keep the body informed of its activities. The information should take the form of a report, which can be given orally or in writing. If the report is an annual report, it should be done in writing. It is important for the purpose of accurate record-keeping and recording that at least one hard copy of any report be given to the Convention Secretary or mailed into the Convention Headquarters.**

### **Web-Site and Updating / Media Ministry**

The need addressed here is in reference to the goal of maximizing the media presence of the Convention in a responsible, expedient and efficient way. The media ministry requires the effort of a core group of 3-5 persons who are intensely capable of and interested in advancing the ministries of the Convention through the avenues that various technologies might provide. The makeup of the media ministry is under the charge of one person, the Communications and Media Director, appointed by the President of the Convention. The Communications and Media Director will make recommendations to the President, for approval, of the team members who will assist him / her in carrying the tasks of the Communications and Media Director.

Further, a core group of 2-3 persons from each region will be selected to support the Communications and Media Director. The Regional Groups may have a slightly different range of responsibilities. Where the primary group might be more centered on technological concerns, the regional groups will attend to the collection, synthesis, summarization and forwarding of such data from each region sent to the Communications and Media Director.

Information gathered should follow a line of priority, such as news items and or teaching materials as follows:

1. From Convention Leadership to the body statewide
2. For and or from the regions
3. For and or from the Associations of each respective region
4. For and or from the Churches and their membership
5. Information regarding ministries active throughout the state and or the regions
6. Reports reflecting major meetings and or teaching events
7. Maintaining good records of reported items

The Communications and Media Director will develop and provide a universal format for those who are providing information for publishing through the Media Ministry. From this universal format, other forms of data can be created. Printed material might use summaries of articles which can refer back to the internet source where more information can be found. (Example: Photos, soundtracks, formal reports and video clips.)

The Baby-Boom-Generation has a distant relationship with such media, but the generation with which we need to become engaged, our historic march toward the End Times, needs to know that their values are respected. Therefore it is recommended that such technologies as printed material be used where it might be most appropriate such as with churches that do not employ the technologically sophisticated tools.



The history and or direction of the Convention can be made available in hard copy at most meetings. But beyond hard copies, we should maximize use of the internet through the Convention website where the major storage of information can be kept available for download. Through this medium, many others can then become spinoffs. All different forms like audio / video files; PDF's, Word Documents, and photographs become available and can be kept via this medium.

## **THE BUDGET PROCESS**

To ensure fair and equitable representation of all ministries and to adequately fund each ministry and the work of the Tennessee Baptist Missionary and Educational Convention, Inc., it shall be the responsibility of the Vice President At-Large, the Presidentially appointed Comptroller, and the Budget Committee composed of the Treasurer, Assistant Treasurer, Secretary, and three members of the Board of Directors (appointed by the President) who do not hold one of the offices named in this paragraph to: prepare the financial reports; prepare the annual budgets; and obtain an audit of the previous year's finances.

The Vice President At-Large is to chair the budget process.

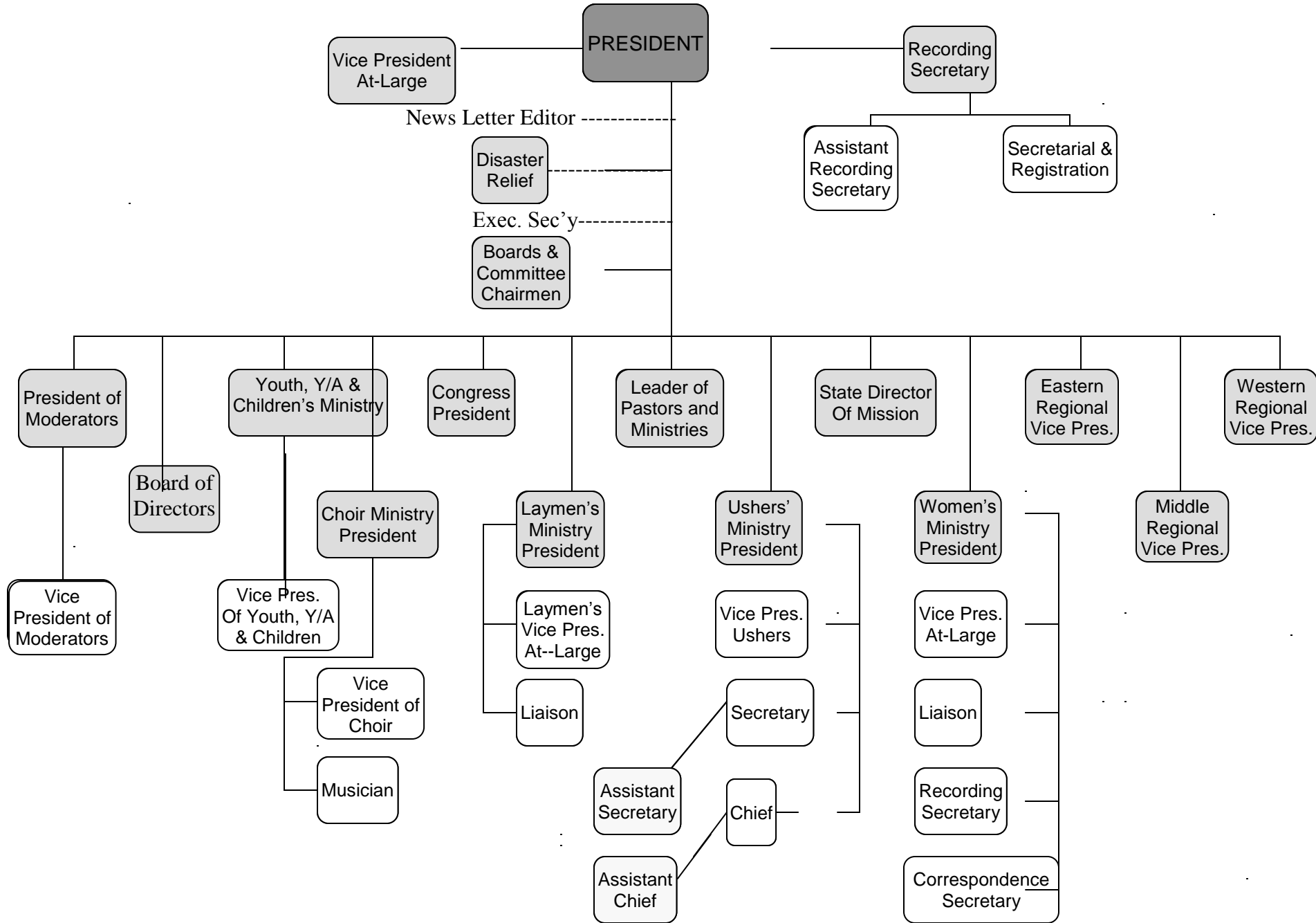
The Budget Committee is to:

1. Receive budget request information from each ministry leader;
2. Discuss and resolve with the ministry leaders any discrepancies concerning the requests (resolution is to be reached prior to presenting the proposed budget to the President);
3. Draft the proposed budget and present it to the President for approval;
4. Distribute proposed budget for review, upon the President's approval, at least three (3) days prior to presenting to the body for approval;
5. Make the necessary changes stemming from discussion among the messengers;
6. Finalize the budget as approved; and
7. Keep and report adequate and accurate records of the financial status of the Convention.

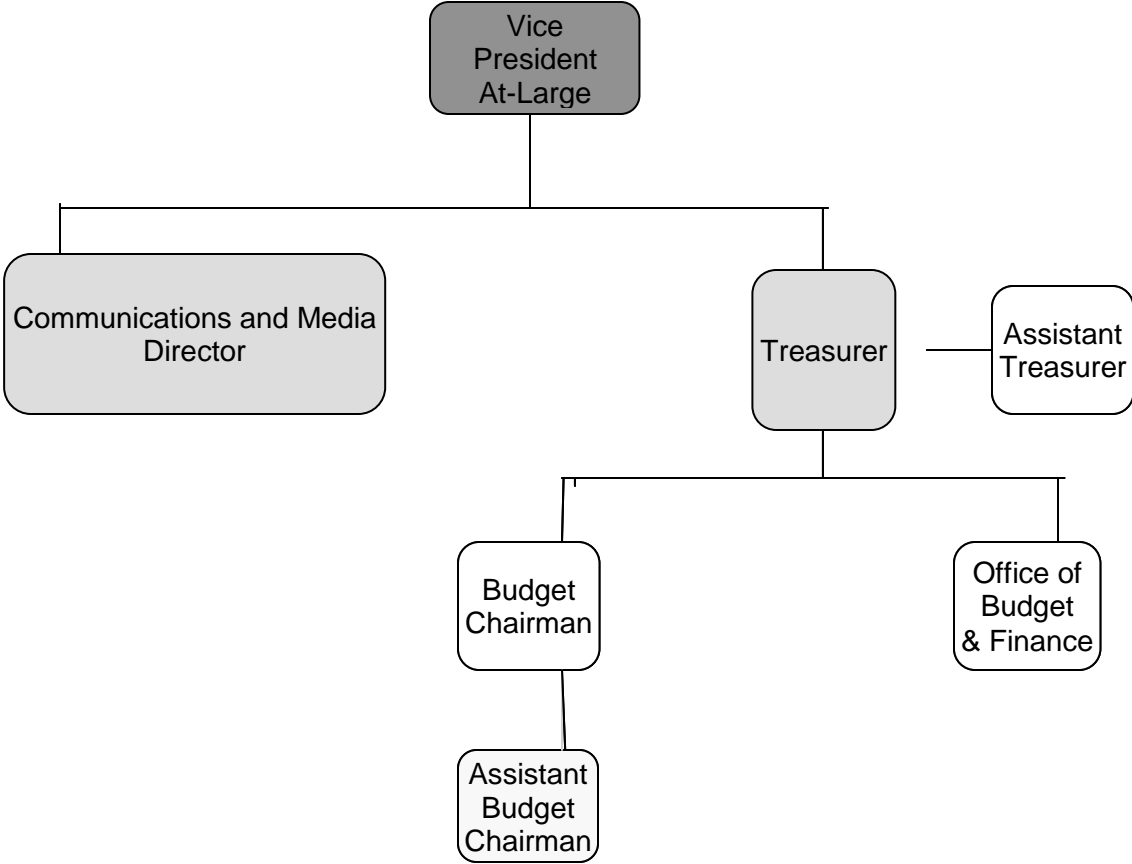
The Comptroller is to provide advice and support to the Vice President At-Large and the Budget Committee as their duties are performed.

# APPENDIX

# Appendix A

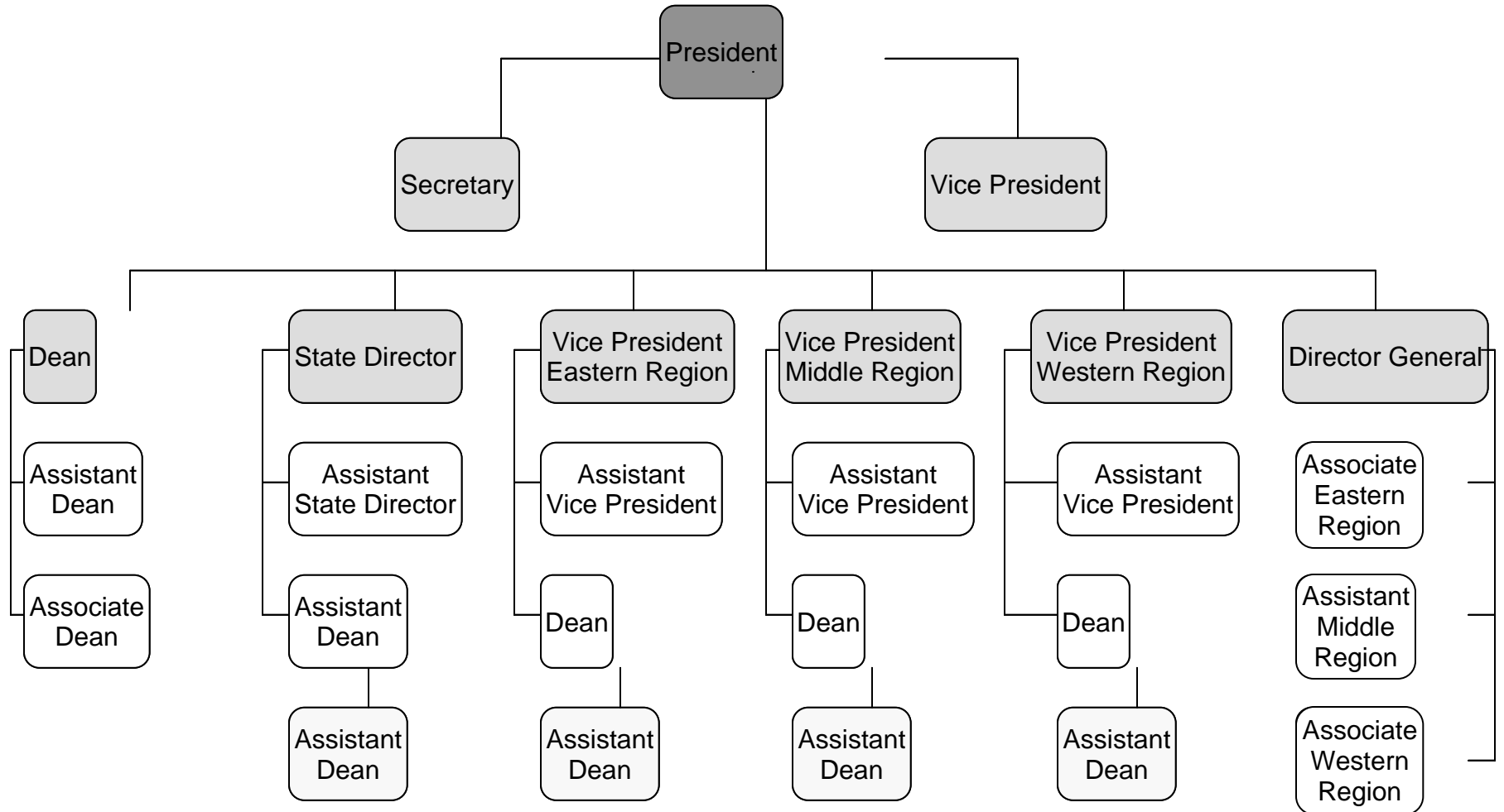


Appendix B  
Vice President At-Large



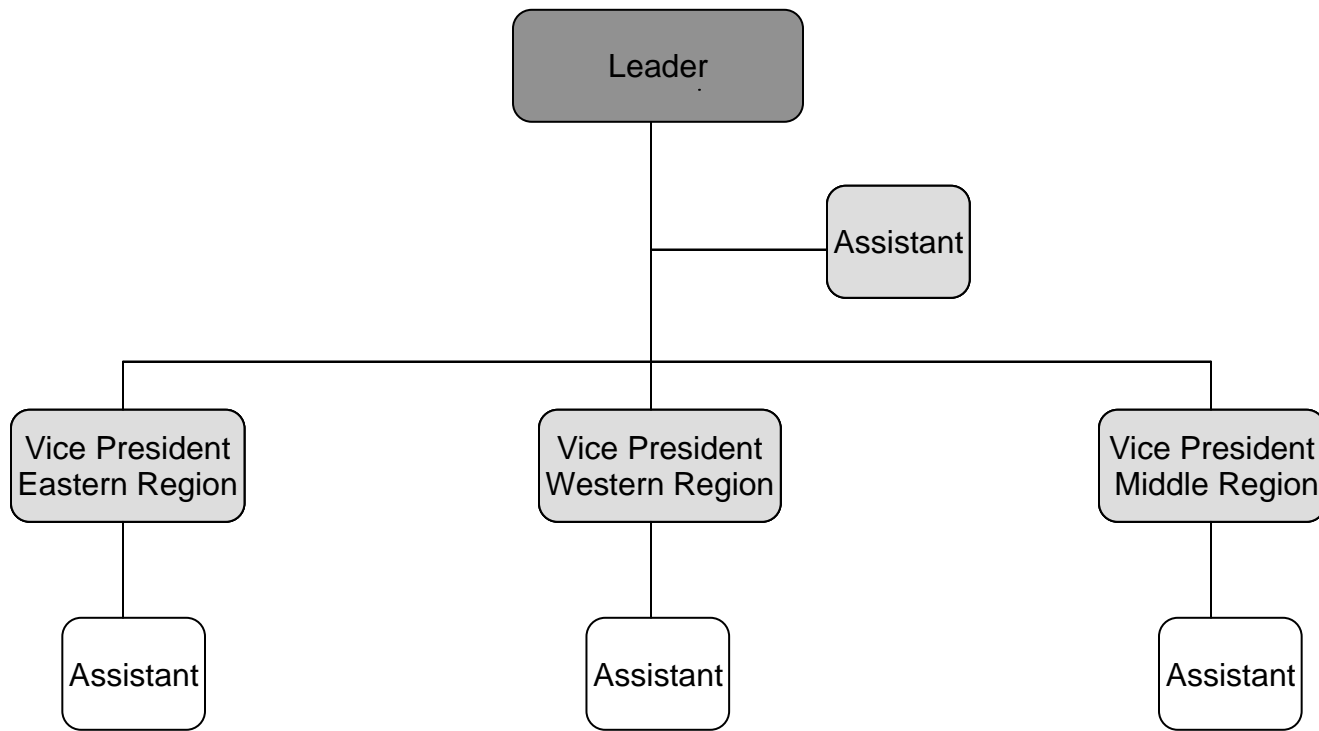
# Appendix C

## Congress Ministry

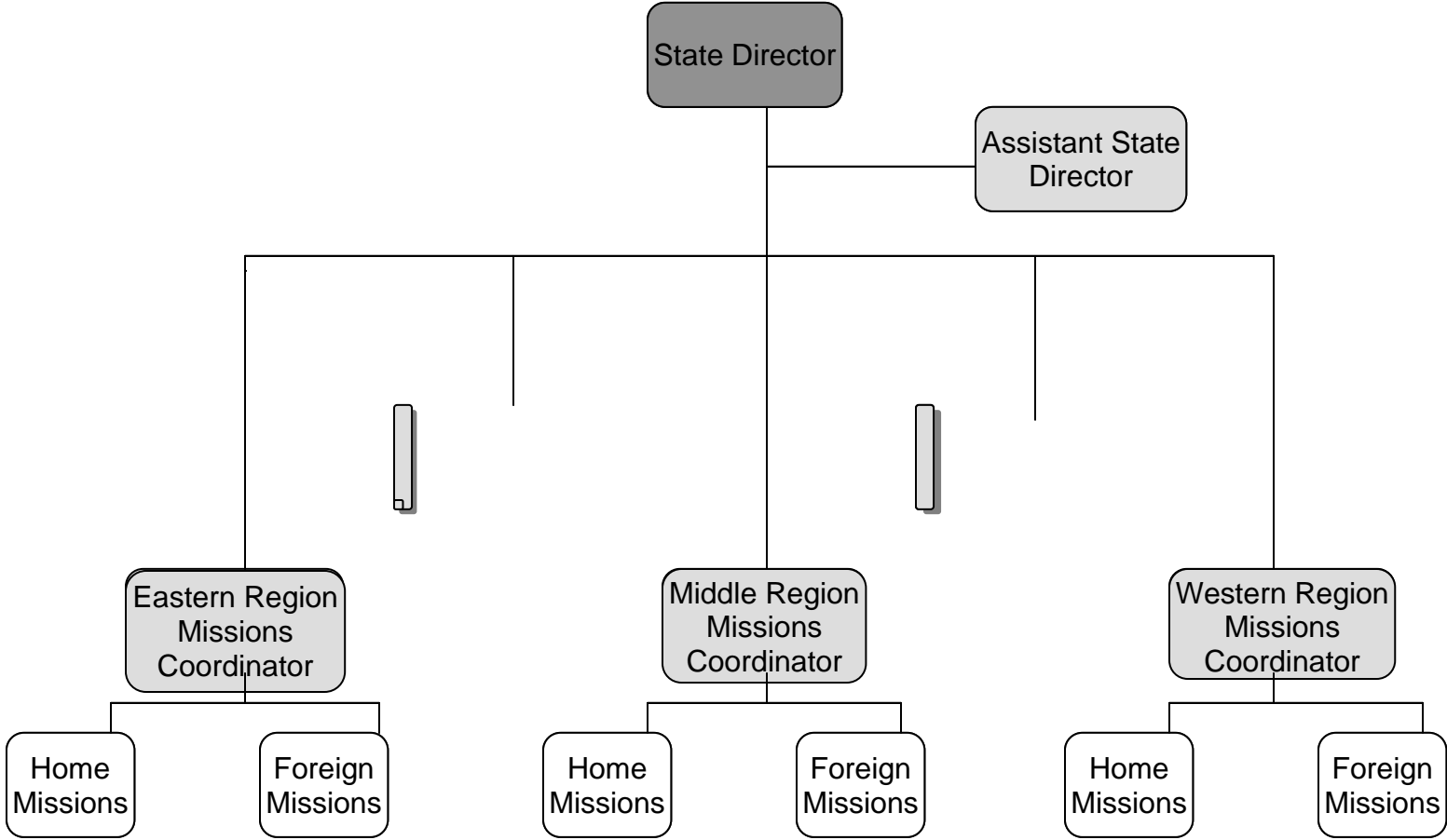


# Appendix D

Pastors and Ministers Ministry

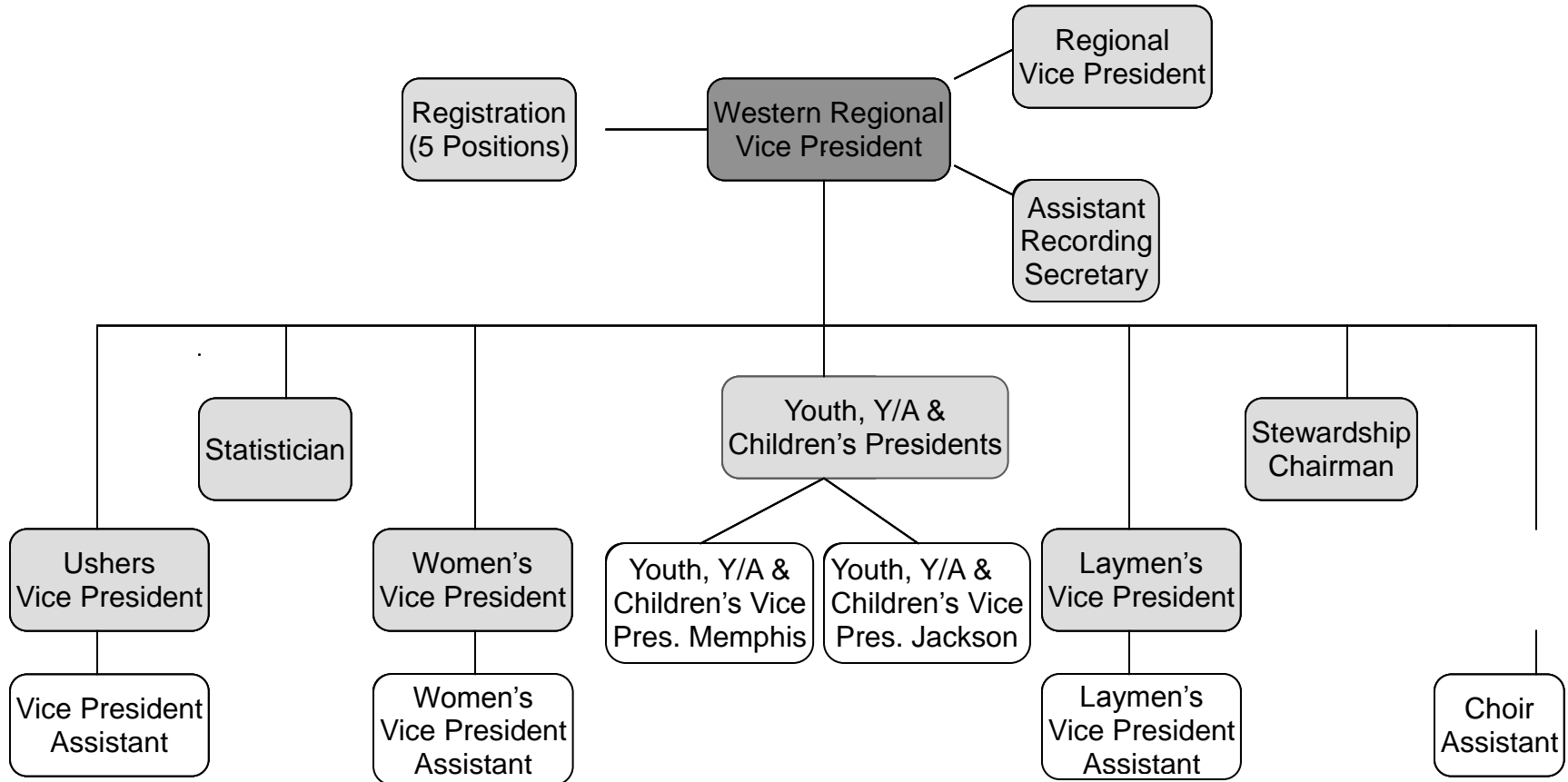


Appendix E  
Missions Ministry



# Appendix F

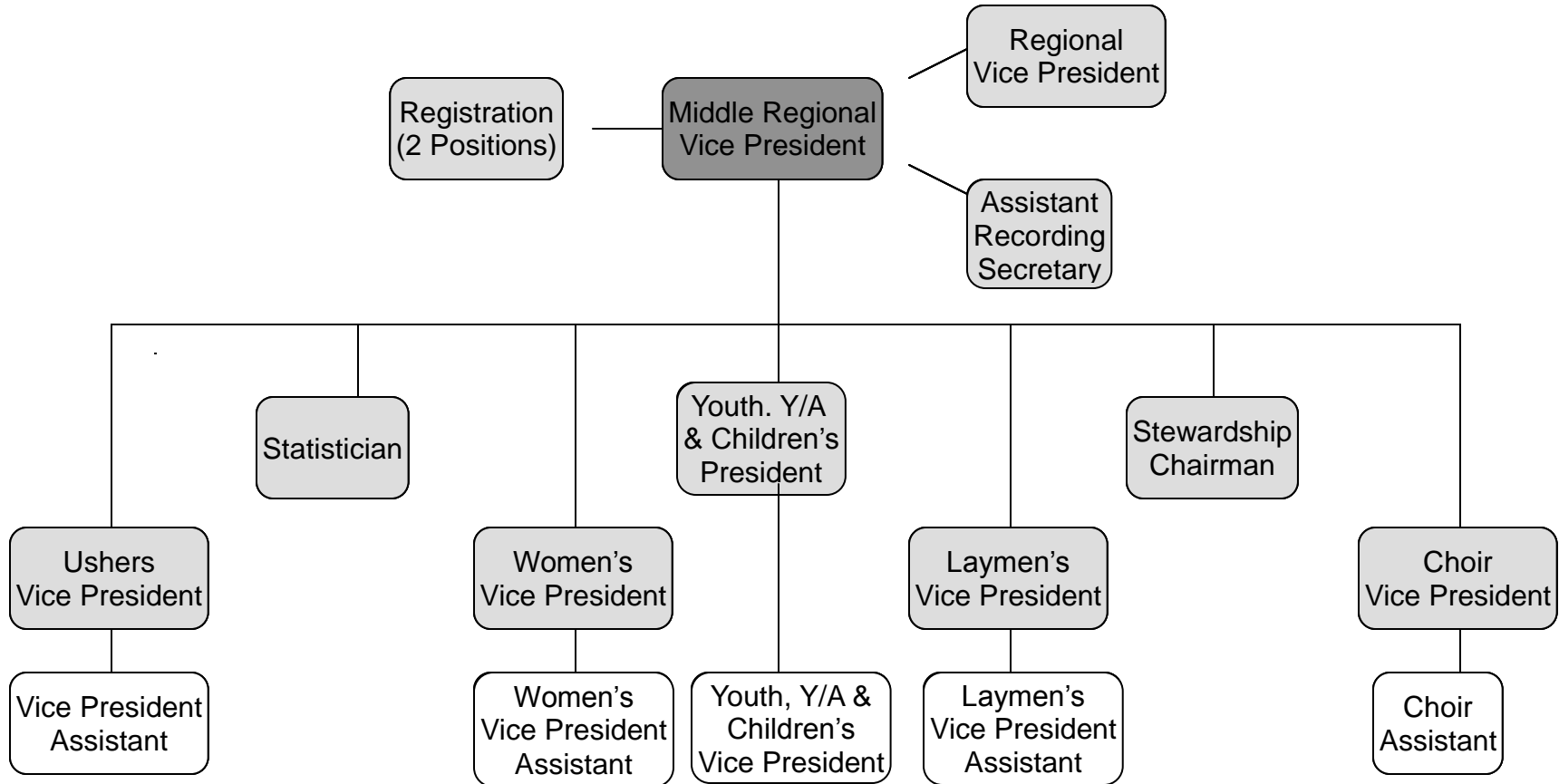
## Western Region





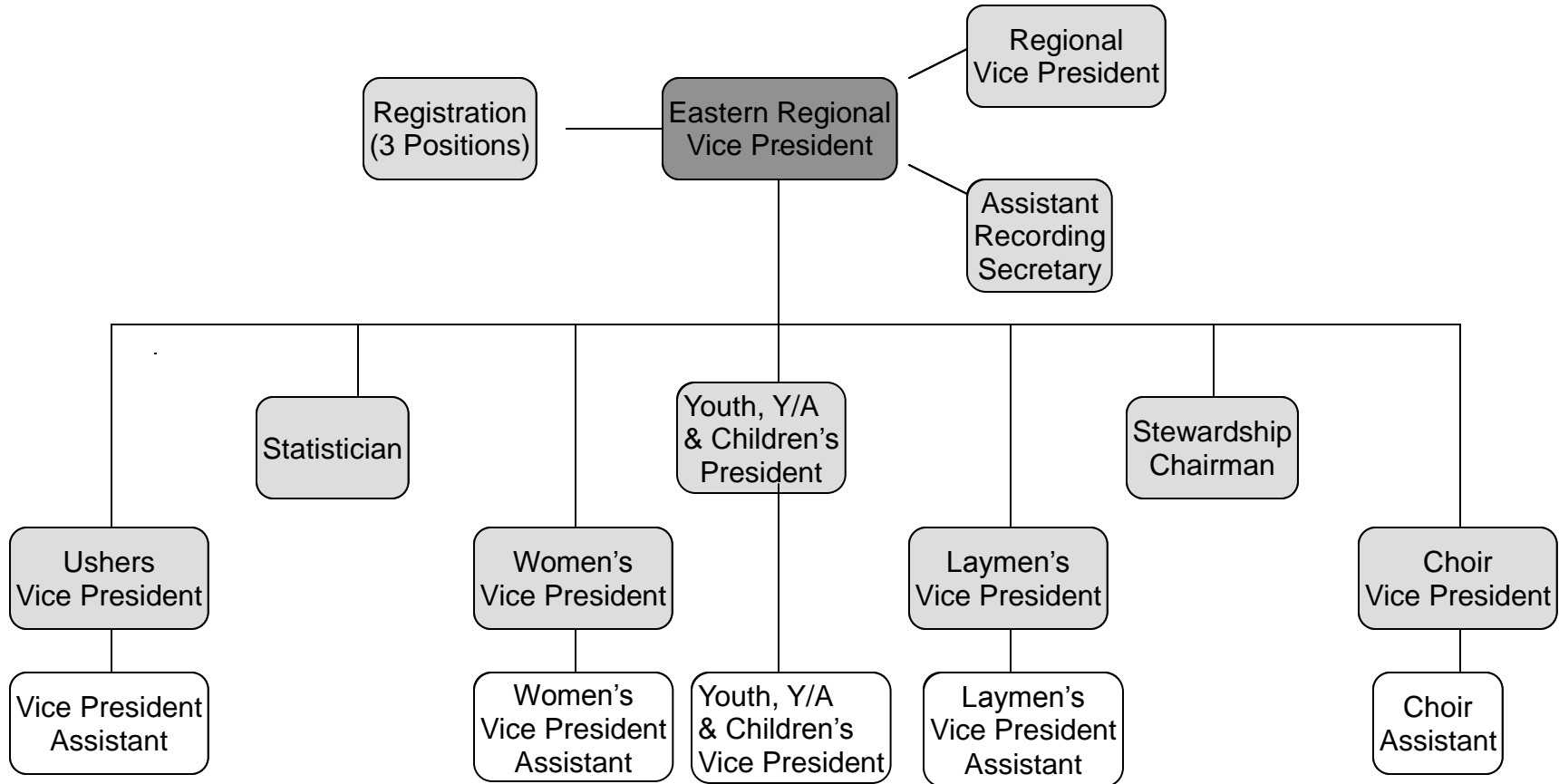
# Appendix G

## Middle Region



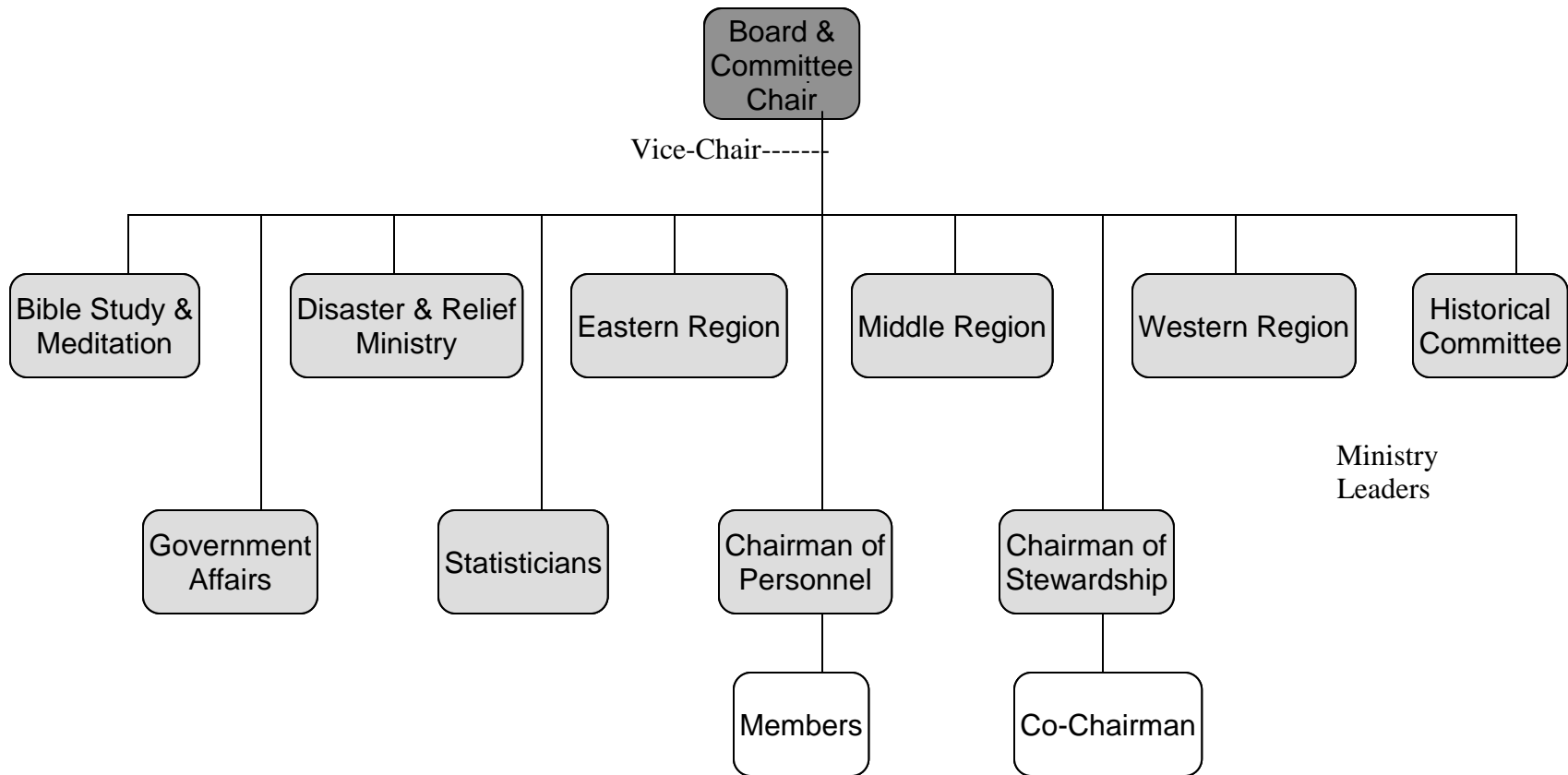
# Appendix H

## Eastern Region



# Appendix I

## Boards & Committee Chairs



## APPENDIX J

### DUTY DESCRIPTIONS FOR ADMINISTRATION AND OPERATIONS

#### **Duties of the President of the TBM&E Convention:**

It shall be the duty of the President to preside at all meetings of the Convention, and/or to oversee meetings conducted by the Director of the Board. Further, the President shall enforce a rigid observance of said Constitution, By-laws, rules and regulations of the Convention. The President shall appoint all committees unless otherwise ordered. The President shall cast the deciding vote in case of a tie, and shall sign all documents requiring the President's signature, and shall be an ex officio member by virtue of the office of President of all committees. The President shall have general supervision over the work of the ministries of the Convention. The President, in consultation with the Regional Vice-Presidents and Ministry heads, shall arrange a suitable program with topics and speakers for the Annual and Adjourned Sessions.

#### **Duties of the Vice-President At-Large:**

It shall be the duty of the Vice President At-Large to preside in the absence of the President, oversee the budget preparation process, and to perform other duties as assigned by the President. The Vice-President At-Large shall report directly to the Convention President.

#### **Duties of the Regional Vice Presidents:**

It shall be the duty of the Regional Vice Presidents to preside at meetings of the respective regions and to promote the interest and objectives of the Convention in the respective regions. The Regional Vice Presidents shall make a report when required by the Convention or the President of the Convention. The Vice-President of each region shall report directly to the Convention President.

#### **Duties of the Recording Secretary:**

It shall be the duty of the Recording Secretary to keep the minutes of the Convention, register the names of members/churches, districts etc. and perform other such duties pertaining to the office as may be required by the Convention; and appoint temporary secretarial assistants, subject to approval of the President. The Recording Secretary shall report directly to the Convention President.

#### **Duties of the Executive Secretary:**

It shall be the duty of the Executive Secretary to assist the President of the Convention by keeping the Headquarters building open and operating, ensuring the day-to-day activities of the Convention are handled in an efficient and professional manner, receiving and directing visitors and telephone calls, and other duties as may be assigned by the President. The Executive Secretary shall report directly to the Convention President.

**Duties of the Treasurer:**

The Treasurer of the TBM&E Convention shall be the custodian of the assets of the Convention, including its general fund, and shall disburse, or cause to be disbursed, funds of the Convention in accordance with the budget as adopted by the Convention, or in approval of the Business Committee of the Convention. The Treasurer shall deposit, or cause to be deposited, all receipts of the Convention, and shall receive monthly reports of receipts and expenditures of the Convention's general funds from the Executive Secretary (see Article VII Section 4). The Treasurer shall transfer Convention assets, real or otherwise, only on the authorization of the Convention. The Treasurer along with the Executive Secretary shall sign all checks on the general fund of the Convention. The treasurer shall be bonded. The Treasurer shall make a report when required by the Convention or the President of the Convention. The Treasurer shall report directly to the Convention President.

**Communications and Media Director:**

The Communications and Media Director shall maintain and update the Convention Web site and assist the Administrative Assistant and General Secretary in utilizing technology as a means to keep the Convention members informed of Convention news and announcements. If the Convention so desires to make a public statement concerning an issue the Media Director shall coordinate the event making sure that the necessary entities are present (i.e. news media, television, radio etc.). The Communications and Media Director shall also monitor information to go to the media to ensure that the Convention is not in violation of copyright material or contracts etc. or otherwise in proper form. The Communications and Media Director shall report directly to the Convention President.

**Disaster Relief Chairperson:**

The Disaster Relief Chairperson shall work with the State Director of Missions to ensure and monitor the efforts of the Convention to respond to Disasters that occur within and State of Tennessee and when directed by the President / Convention to represent the Convention and or respond concerning disasters that may occur elsewhere. The Disaster Relief Chairperson shall report directly to the Convention President.

**Leaders of Pastors and Ministers:**

The Leaders of Pastors and Ministers shall present to the pastors and ministers of the Convention instruction that will aid and strengthen the ministry efforts of the pastors and ministers of the Convention. They shall keep the Convention up-to-date concerning government requirements and proper reporting practices. The Leaders of Pastors and Ministers shall report directly to the Convention President.

**President of Youth, Young Adult and Children:**

The President of Youth, Young Adult and Children shall work to coordinate the ministry efforts of the youth, young adults and children among the members of the Convention. The President of Youth, Young Adult and Children shall work to promote the general theme of the Convention in a manner suitable to youth, young adults and children to include preparing a report to the Convention and presenting the Youth, Young Adult and Children's p\Program during the State Congress and at other times as needed. The President of Youth, Young Adult and Children shall report directly to the Convention President.

**President of Choir:**

The President of the Choir shall work to coordinate the ministry efforts of the music ministry among the members of the Convention that will aid and strengthen the music ministry. The President of Choir shall be responsible for providing appropriate music at all praise and worship meetings of the Convention. The President of the Choir shall report directly to the Convention President.

**President of Congress:**

The President of Congress shall coordinate the educational efforts of the Convention among the members of the Convention. The President shall coordinate with the Regional Vice Presidents of Congress to ensure that the Congress is represented in each region. The President of the Congress shall work with the Dean of the Congress to ensure that proper certification is in place for both classes and instructors across the State. The President of Congress shall also work with the Director General for a smooth and effective environment for instruction to take place. The President of Congress shall report directly to the Convention President.

**President of Laymen:**

The President of Laymen shall coordinate the ministry efforts of the Laymen among the members of the Convention. The President of Laymen shall coordinate with the Regional Vice Presidents of Laymen in each region. The President of Laymen shall report directly to the Convention President.

**President of Moderators:**

The President of Moderators shall coordinate the efforts of the Convention among the Moderators of the Convention. The President of Moderators shall coordinate with the Regional Vice Presidents to ensure that the Convention directives are represented in each region. The President of Moderators shall report directly to the Convention President.

**President of Ushers:**

The President of Ushers shall coordinate the efforts of the Convention among the members of the various usher ministries that make up the Convention. The President shall coordinate with the Regional Vice Presidents to ensure that the Usher Ministry is represented in each region. The President of Ushers shall report directly to the Convention President.

**President of Women:**

The President of Women shall coordinate the efforts of the Convention among the Women Ministries of the Convention. The President shall coordinate with the Regional Vice Presidents to ensure that the Women Ministry is represented in each region. The President of Women shall report directly to the Convention President.

**State Director of Missions:**

The State Director of Missions shall initiate and coordinate the Missions efforts of the Convention among its members. The State Director shall coordinate with the Regional Vice Presidents to ensure that the Missions Ministry is represented in each region. The State Director shall keep the Convention informed of Missions efforts and opportunities – both home and foreign. The State Director of Missions shall report directly to the Convention President.

**News Letter Editor:**

The News Letter Editor shall coordinate along with the Communications and Media Director to provide an informative and inspirational document highlighting the events of the Convention. The News Letter Editor shall report directly to the Convention President.

APPENDIX K  
Memorandum Format

Memorandum  
(Headquarters information and etcetera)

From: (The President)  
To: (Appropriate individual or group)  
CC: (Appropriate individual or group)  
Date: (month/day/year)  
Subject: (Specify the topic to be addressed)

Body of Text: - Format the 'body of the text' in paragraphs following an outline form, with topic / titles or points and sub-points and thereby make clear the content of the memorandum. In plain terms, describe the nature of the request or assignment. Describe how it should be reported and the timeline for which such reports should occur. Be as specific as possible regarding the issue.

Report Details: - Any final details in regard to reporting, such as to whom copies should be sent, who might need to be contacted or who has already been contacted regarding the subject of the memorandum. This area might also include email addresses, telephone numbers, etcetera, and subsequent plans that will be involved in moving the issue to resolution if the current action does not do so.



**APPENDIX L**  
**Syllabus Example**

(Cover Page)

Class Title: (Ex. Church Polity)

Presented at

**The Annual Session**

Of the

**Tennessee Baptist Missionary and Educational Convention, Incorporated**

Rev. Dr. Marvin Mercer, Sr., President

Location: (Name of Church)

(Church address)

(Pastor of the Church)

By

(Presenter / Teacher)

(Church affiliation)

(Contact information)

(Date)

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## CHURCH POLITY

### *Syllabus*

#### **Course Purpose**

*The purpose of the course is to provide information and scriptural insight that will enhance the participant's ability to better identify his / her role in church government.*

#### **Course Objectives**

*The following learning objectives have been identified for this course:*

*1. Affective learning objectives:*

- A. The participant will possess a sharper awareness of the truth that **Christ** has established the method by which His church is to be governed.*
- B. The participant will gain an increased knowledge of the **ways** in which Christ's church is to be governed.*
- C. The participant will have a better appreciation for the role of the pastor in church government.*

*2. Behavioral/skill learning objectives*

- A. The participant should employ the information gained from this study to help ensure that his / her local church is operated according to the Word of God.*
- B. The participant should use the information gained from this study to minimize disturbance in church, stemming from fighting for control.*

#### **Course Format**

*The course is set up for a 1-hour classroom instructions and participation. The instructor will solicit participation from attendees in the way of responses to and comments on information provided.*

#### **Course Requirements**

*Class attendance*

*Participation in classroom discussions*

*Suggested Reading:*

*Scripture (listed alphanumerically):*

*Acts 6:1-4; Acts 14:21-23; Colossians 1:18; Ephesians 1:20- 23; Ephesians 4:11-13; Hebrews 13:17; Matthew 16:13-19; Matthew 28:18-20; I Timothy 3:1-7; I Thessalonians 5:12, 13.*

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*Bentley Thomas, Basic Ingredients to Leadership (St. Thomas, USVI, May 2002).*

*George O. McCalep, Sin In the House (Lithonia, GA: Orman Press, Inc., 1999).*

*James L. Sullivan, Baptist Polity (Nashville, TN: Broadman & Holman Publishers, Revised Edition, 1998).*

*Norman H. Maring and Winthorp S. Hudson, A Baptist Manual of Polity and Practice (Valley Forge, PA: Judson Press, Revised Edition, 1991).*

### **INTRODUCTION**

*Discuss the syllabus (Tell them what you are going to tell them)*

### **DISCUSSION**

*(Tell them)*

### **Principles Behind Polity**

*Politics*  
*“Politricks”*  
*Polity*

### **Scriptural Basis for Church Government**

*Colossians 1:18;*  
*Ephesians 1:20- 23;*  
*Ephesians 4:11-13;*  
*Etcetera*

### **How Christ Rules His Church**

*Indirectly*  
*Directly*  
*Special Offices*

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*All Believers*

*Christ's Authority*

*The Authority from Christ to the Apostles*

*ETCETERA*

**CONCLUSION**

*(Summarize and discuss suggested behavioral changes for participants.)*

