



MC USA Structure Review Process Outline

Table of Contents

Project Charter: MC USA Structure Review Committee.....	3
Project Name:	3
Project Sponsor:	3
Project Manager:.....	3
Purpose and Objectives:	3
Scope:.....	4
Deliverables:.....	4
Committee Composition:	4
Decision-Making Process:.....	5
Resources Required:.....	6
Stakeholder Engagement Plan:	7
Risks and Assumptions:.....	7
Approval and Authority:.....	7
Next Steps (Tentative Timeline)	8

Project Charter: MC USA Structure Review Committee

Approved MC USA Executive Board November 2024

Project Name:

MC USA Structure Review Committee

Project Sponsor:

Mennonite Church USA Executive Board

Project Manager:

To be appointed by the MC USA Executive Director in collaboration with the Executive Board.

Purpose and Objectives:

The **MC USA Structure Review Committee** reviews and proposes recommendations on how the national church's structure, particularly around **membership, funding model, and governance**, can be optimized for greater **transparency, effectiveness, and unity**. The goal is to reimagine a framework that maintains the interconnectedness between the church's various entities and better responds to current and future needs.

Specifically, the objectives are to:

1. Evaluate Mennonite Church USA's current membership structure, **funding model, and governance**.
2. Identify opportunities to better align various church structures and functions with MC USA's values, and identify inefficiencies, overlaps, or gaps contributing to siloed operations and communication challenges between agencies, conferences, and governance bodies.
3. Ensure that recommendations promote **anti-racist** and **culturally competent** principles, aligning with MC USA's values.
4. Create a roadmap for **transparent communication** and inclusive decision-making processes across all MC USA organizational levels.
5. Present final recommendations to the MC USA Executive Board, which will then communicate these to the Delegate Assembly for final approval.

Scope:

The Committee will focus on MC USA's national structure, ensuring that all parts of the denomination—area conferences, agencies, and congregations—are examined for opportunities to strengthen interconnections, financial stewardship, and shared governance.

The scope includes:

- Engaging stakeholders across the denomination (area conferences, constituency groups, agencies, congregations).
- Reviewing MC USA's bylaws and existing governance documentation.
- Collaborating with experts in **organizational development, finance, missiology, and governance** to gather insights and best practices.

Deliverables:

1. **Report and Recommendations** for restructured governance, membership, and financial models.
2. **Report on the Process** to reflect disparate views and opinions.
3. **Implementation Plan** detailing the steps to transition from the current structure to the proposed model, including necessary resources and timelines.
4. **Communication Plan** for rolling out the new structure and engaging with the broader MC USA community.

Committee Composition:

The **Structure Review Committee** will be composed of 12 to 15 members:

- **Agency Representatives:** 1-2 members with deep knowledge of MC USA agencies.
- **Area Conference and Constituency Group Leaders:** Representation from diverse area conferences.
- **Organizational Development Experts:** At least one expert in organizational development.
- **Finance Experts:** At least one individual with a strong understanding of church funding models and funding models.
- **Missiologists:** To provide insights on mission and ministry alignment.

- **Visionaries and Implementers:** A balance of strategic thinkers and practical implementers to ensure a grounded and actionable approach.

The committee's demographic makeup will reflect the diversity of MC USA, with attention to **racial/ethnic diversity, gender balance, and theological breadth**, ensuring broad and inclusive representation. Committee participants must be members of Mennonite Church USA who are in good standing.

Consultants and non-voting experts outside of Mennonite Church USA may be brought in as needed with the approval of the MC USA Moderator or Executive Director.

Decision-Making Process:

The **Structure Review Committee** will utilize a **consensus spectrum model** for decision-making, ensuring inclusivity while moving the process forward effectively. This model recognizes that complete agreement may not always be possible, but it allows the group to gauge levels of support and move forward when there is significant agreement.

The steps in the consensus spectrum model are as follows:

1. **Proposal Discussion:** When a decision is needed, the group will discuss the proposal thoroughly, ensuring all voices are heard and concerns are raised.
2. **Testing for Agreement:** Instead of seeking full unanimity, members will indicate their level of agreement using a spectrum of responses:

7-Full Support: Strong agreement with the proposal.

6-Agreement with Minor Point of Contention: General support, but with some concerns.

5-Support with Reservations: Can live with the decision but without strong feelings.

4-Abstain: Neutral opinion or the issues does not impact me.

3-More Discussion is Needed: I need more information to process this.

2-Disagreement with Willingness to Move Forward: Opposition to the proposal but will not block the decision.

1-Serious Disagreement: Fundamental disagreement that requires further discussion or alternative solutions.

Gradients of Agreement



3. **Consensus Threshold:** If at least 75% of committee members are at the level of 5 "agreement with reservations" or higher, the decision will be considered to have reached sufficient consensus. Those who disagree will have the opportunity to express their concerns, and if their issues do not block the decision, the committee will proceed.
4. **Addressing Blocks:** If there is a **disagreement with blocking**, the committee will revisit the proposal, considering modifications or alternative approaches. The goal is to address critical concerns while finding a path forward that aligns with the broader goals of the committee.
5. **Final Decision:** After testing for agreement and addressing concerns, the proposal will either move forward based on the consensus threshold or be revised for further discussion. The committee will strive to balance timely decision-making with the need for inclusivity and thoughtful deliberation.

This approach fosters collaboration and ensures that all voices are respected, while still allowing the committee to make progress when full unanimity is not achievable.

Resources Required:

The project will require:

- **Administrative Support** from the MC USA Executive Board Staff.
- **Consultation Fees** for external organizational development and finance experts.
- **Travel and Meeting Budget** for committee members attending in-person meetings if necessary.

Stakeholder Engagement Plan:

The Committee will actively engage with:

- **Area Conferences & Recognizes Constituency Groups** to gather input on regional governance structures and membership processes.
- **Agency staff and Boards** to assess how the national structure impacts agency operations and financial sustainability.
- **Congregations** to ensure that recommendations reflect the needs and aspirations of grassroots members.

Risks and Assumptions:

- **Risk:** Resistance to structural changes from established bodies.
- **Mitigation:** Ensure clear communication of the rationale for changes and active engagement with all stakeholders.
- **Assumption:** The Committee will have access to all relevant data and documentation from MC USA agencies and area conferences.

Approval and Authority:

The **MC USA Executive Board** is the final decision-making authority and sponsor of this project. All recommendations and changes proposed by the Structure Review Committee will require approval from the **Executive Board** before being presented to the **Delegate Assembly**.

Next Steps (Tentative Timeline)

POSITIONING FOR CHANGE



MC USA's Structure Review Process

To have a successful and transformative process, we must approach it with boldness and creativity, ensuring it is remarkable and memorable.

Some key principles to integrate:

- **Differentiation:** Highlight how this process uniquely reflects MC USA's mission and values, making it not just another administrative overhaul but a spiritually grounded transformation.
- **Storytelling:** Communicate the "why" behind this initiative through compelling narratives tied to Jesus' teachings, such as His emphasis on inclusive leadership (e.g., John 13:34-35).
- **Collaboration:** Make the process highly participatory so it becomes a shared journey rather than an imposed change.

1. Information Session at Delegate Assembly (July 2025)

○ July 2025:

- Conduct an information session at the Delegate Assembly to introduce the Structure Review Committee, its purpose, and the approved charter.
- Share the timeline and initial goals with delegates.

2. Stakeholder Engagement and Data Gathering (September - December 2025)

- **September 2025:** Launch the process formally with a kickoff meeting for the committee.
- **October - November 2025:**
 - Begin conducting surveys, interviews, and listening sessions with key stakeholders to identify challenges and opportunities related to governance, membership, and funding.
 - Review existing governance and funding models with internal and external experts.
- **December 2025:** Compile findings from the data-gathering phase and identify key themes to address in the recommendations.

3. Analysis and Drafting Recommendations (January - May 2026)

- **January - February 2026:** Conduct deep-dive sessions within the committee to analyze data, focusing on aligning governance and funding models with MC USA's mission and values.
- **March 2026:** Develop preliminary recommendations and begin drafting a report.
- **April 2026:** Share preliminary findings with the Executive Board for feedback.
- **May 2026:** Refine recommendations and prepare a draft report for broader review.

4. Feedback and Finalization (June - August 2026)

- **June 2026:** Host virtual feedback sessions with key stakeholders, including agency and conference representatives, to refine the recommendations.
- **July 2026:** Present the refined draft to the Executive Board for approval.
- **August 2026:** Finalize recommendations and prepare materials for presentation to the Delegate Assembly.

5. Presentation and Rollout (September 2026 - July 2027)

- **September 2026:** Develop and launch a communication plan to inform and educate the broader MC USA community about the proposed changes.
- **October 2026 - March 2027:** Begin phased implementation of approved recommendations as appropriate, ensuring adequate support and resources.
- **July 2027:** Present the final outcomes and progress updates at the Delegate Assembly, focusing on how the new structure supports MC USA's mission and vision.