

Grace Communion International-USA

**MINISTRY INTERN
PROGRAM
and
PASTORAL RESIDENT
PROGRAM
MANUAL**



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Updates

Chapter 3.2 – paragraph 2 added

Chapter 5.2 – paragraph 2 added

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Disclaimer

The Ministry Intern Program and Pastoral Resident Program are ministries of Grace Communion International (GCI). As a hierarchically governed church, the denominational board and executives of GCI delegate certain operations to GCI ministries. GCI has policies and procedures to direct these delegated operations, including, without limitation, those found in this manual. It is GCI's intent that all statements in this manual are consistent with GCI's underlying governance, policy and procedural documents; however, GCI reserves to itself sole right to correct, interpret and/or decide the meaning or effect of all such statements.

Various decisions and determinations set forth in this manual and elsewhere are ecclesiastical in nature, involving spiritual elements and considerations that require spiritual discernment and judgment. GCI governance has final authority to determine which decisions and determinations are ecclesiastical, whether or not they are expressly labeled as such in this manual, or in any other church statement. GCI governance has final authority, in its sole and absolute discretion, to adjudicate any such decisions or determinations, notwithstanding the fact that some are provisionally delegated, in this manual or elsewhere, to GCI's ministries, ministers or members in roles they now or may possess.

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Chapter 1

Overview

1.1 Introduction

This manual sets out the goals, policies and procedures that are key to the operation of the *Ministry Intern Program* and the *Pastoral Resident Program* of Grace Communion International (GCI) as administered in the U.S. by GCI Church Administration and Development (CAD). The manual's purpose is to inform and equip program participants to help them work together to advance the goals of these two vital ministry development programs.

Note: For the latest version of this manual, go to <https://online.gci.org/>, click on “resources,” then look under “resources and manuals.”

1.2 Ministry Intern Program

The GCI Ministry Intern Program is designed to encourage and build up a new generation of church leaders as part of a multi-track leader development vision to train lead pastors, church planters, and other ministers of the gospel. Rather than taking a “one-size-fits-all” approach, the program allows for a variety of gifts to be expressed, giving interns room to flex, grow and develop in their own way. While an internship is a discovery process, it is our hope that interns may be open to a call from God to serve in GCI vocational ministry beyond the term of the program.

Interns engage in a 4-year discipleship and leadership development experience that involves hands-on ministry experience, equipping, and discernment of calling.

1.2.1 Academic study

The intern program is available to individuals enrolled in full-time undergraduate education. Interns assume responsibility for their undergraduate studies including finances, academic standing, course of study, and completion of degree. The intern program assumes no responsibility for the

undergraduate education of the intern and is designed to run concurrently with undergraduate study rather than to provide undergraduate study to the intern. The program does not require undergraduate study in a ministry-related field. A diversity of educational experience, skillset, and knowledge is necessary for the development of a vibrant and healthy church body.

1.2.2 Hands-on ministry experience and equipping

Each intern is placed at a GCI Ministry Training Center (MTC) or pre-approved church where they are employed for 8 hours each week. The intern will gain hands-on ministry experience in the Faith, Hope, and Love Avenues of a team-based, pastor-led church. The intern will also receive formal ministry equipping which covers, but is not limited to, tools and topics of healthy leader and healthy church.

1.2.3 Discernment of Calling

Throughout program participation, the intern will be supported and challenged in discernment of calling. Spiritual gifting, skillsets, demonstrated leadership, and communal discernment will be assessed both in affirmation of calling into ministry and in discernment of best-fit area of ministry (Faith, Hope, or Love Avenue).

1.3 Pastoral Resident Program

The pastoral resident program provides 2.5-year apprenticeships in pastoral ministry to those who, in community, have discerned a calling to pastoral ministry. This program is available to graduates of GCI's Intern Program and those who have substantial church ministry experience comparable to the intern program.

1.3.1 Academic Study

Pastoral residents are expected to enroll in a Master's in Theological Studies or Master's in Pastoral Studies at Grace Communion Seminary (GCS). During participation in the pastoral resi-

dent program, education at GCS is funded. Pastoral residents are expected to maintain a minimum GPA of 3.0 to maintain educational funding. See section 4.4.3 for more information.

1.3.2 Hands-on ministry experience and equipping

Each pastoral resident is placed at a Ministerial Training Center (MTC) or pre-approved church where they are employed for 25 hours each week. The pastoral resident will gain hands-on pastoral ministry experience in the Faith, Hope, and Love Avenues with a strong emphasis on team-based, pastor-led leadership and the process of engaging, equipping, empowering, and encouraging others. The pastoral resident will also receive formal ministry equipping which covers, but is not limited to, tools and topics of healthy leader and healthy church.

1.3.3 Discernment of Calling

Throughout program participation the pastoral resident will be supported and challenged in discernment of calling. Spiritual gifting, skillsets, demonstrated leadership, and communal discernment will be assessed both in affirmation of calling into pastoral ministry and in discernment of best-fit area of pastoral ministry (lead pastor, associate pastor, worship pastor, youth pastor, avenue champion, etc.)

Ordination as an elder within GCI may occur following successful completion of the residency.

Note: GCI's process for becoming an elder includes an extensive application process that is described in Section 3.8 of the GCI Church Administration Manual.

1.4 Questions?

Direct questions concerning the content of this manual to the following people:

- **General:** Cara Garrity, Development Coordinator (cara.garrity@gci.org)
- **Computers:** Bret Miller, Information Technology Manager (bret.miller@gci.org)
- **Finances** (accounting, payroll, etc.): Robert Meade, Accounting Manager (robert.meade@gci.org)
- **Human Resources:** Cheryl Corson, Human Resources Manager (humanresources@gci.org)
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- **Administrative:** Pam Morgan, Operations Coordinator (pam.morgan@gci.org)
- **Coaching:** Anthony Mullins, Ministry Coaching Services National Coordinator (anthony.mullins@gci.org)
- **Church planting and renewal:** Heber Ticas, Church Multiplication Ministries National Coordinator (CMM) (heber.ticas@gci.org)

Chapter 2

Intern Program Operations

GCI's Intern Program gives interns opportunity to explore GCI church ministry through hands-on experience and equipping with a wrap-around support network including an MTC coordinator, pastor, mentor, and ministry coach. Throughout the 4-year program, interns are helped to grow as followers of Jesus Christ and ministers of his gospel. They are equipped and encouraged to develop as healthy leaders actively participating in a healthy church. In these and other ways noted in this chapter, interns receive what the Intern program refers to as *high support and high challenge*.

2.1 Intern qualifications

Those who are accepted into the intern program must have the following minimum qualifications:

- 18 years old.
- High School diploma or equivalent.
- Enrolled in full-time undergraduate education.
- Understand and agree with GCI's statement of beliefs and Trinitarian theology.
- Positive recommendations and successful application and interview.
- Availability and willingness to devote 4-years to the internship without interruption.
- Compliance to the requirements in this manual, including the Code of Ethics.
- Pass a national criminal background check.
- Ability and willingness to relocate to a Ministry Training Center or pre-approved local church.

2.2 How to become an intern

Applications are required for those wishing to become interns. After review of the completed application, the development coordinator will contact applicant to schedule a one-hour interview by video conference. The development coordinator will lead this interview, which may also include the prospective MTC coordinator, lead pastor, and regional director.

Applicants who are provisionally accepted into the program will be asked to submit a job application, including references, and the denomination will conduct a criminal background check. If the application and background check are approved, the applicant may be accepted into the intern program, typically beginning in August.

2.3 High support for interns

Each intern receives "wrap-around support," which includes the following:

2.3.1 Support team

Interns are supported by a team that includes the members noted below (with additional detail provided in Section 2.5 and appendix A).

- 1) **MTC Coordinator.** The MTC coordinator serves as the intern's direct supervisor and will coordinate program participation and progress.
- 2) **Lead Pastor.** The lead pastor of the sponsoring congregation serves as a pastoral support to the intern.
- 3) **Sponsoring congregation and MTC.** This is the congregation and MTC where each intern is nurtured and given ministry employment. It is the primary vehicle by which the intern is equipped, cared for and otherwise supported throughout the internship. For more detail, see Section 2.5.1.
- 4) **Regional Director.** The applicable regional director helps place the intern, provides training, and participates in the intern's bi-annual review.
- 5) **Coach.** Each intern is assigned a ministry coach who meets with the intern for one hour monthly (typically by video conference). The coach's role is to draw out from the intern what the Holy Spirit is prompting them to do to capitalize from the Program. The first coaching conversation at the beginning of the program will include the coach, the intern, the MTC coordinator, and development coordinator. This conversation

will help ensure that all participants are on the same page.

- 6) **Mentor.** Each intern will have a ministry mentor within the sponsoring church. The MTC coordinator will facilitate the start of the mentoring relationship.

2.3.2 Financial support

Subject to the parameters set forth in the disclaimer at the beginning of this manual, each intern is employed for the duration of their internship to serve within their sponsoring congregation.

2.4 High challenge for interns

Along with high support for interns comes high challenge in the areas noted below.

2.4.1 Prioritize relationships

Fundamental to the intern program is participation in the love and life of our tri-personal God through the development of the following redemptive relationships:

- **With the triune God.** Interns are challenged to be devoted to corporate worship, prayer, and the study of Scripture.
- **With leaders.** Interns are challenged to be actively accountable to their MTC coordinator, lead pastor, coach, mentor, and development coordinator.
- **With the sponsoring congregation.** Interns are challenged to develop deep relationships through ongoing fellowship with members of the sponsoring congregation. Interns are strongly encouraged to participate in a small group within the sponsoring congregation during the first year of their internship.

2.4.2 Serve the sponsoring congregation

Each intern is expected to work 8 hours per week in one or more of the ministries of the sponsoring congregation. This helps the congregation while giving the intern opportunity to explore various aspects of healthy church ministry. The intern is also expected to be active in the life of the congregation, including regular attendance at worship.

2.4.3 Pursue academic studies

Interns assume full responsibility for their undergraduate studies and are encouraged to maintain excellence in their academic standing at their enrolled institution.

2.4.4 Attend conferences and meetings

Interns are required to attend the following:

- **GCI conferences:** 1) annual intern and pastoral resident gathering. 2) Regional Celebration, Denominational Celebration, and Intern/PR retreat. The intern's costs (travel, lodging, food) to attend these two annual conferences are reimbursed by the sponsoring congregation.
- **Intern meetings:** The MTC coordinator will work with interns to establish a meeting schedule including intern meetings, intern and pastoral resident meetings, trainings, and one-on-one check-ins. Interns are also responsible for attending consistent meetings with their ministry coach and ministry mentor.

2.4.5 Raise funds

Interns must commit to fundraising 50% of their annual salary to contribute to the sustainability of the Program. See Chapter 3 for more information about fundraising.

2.5 Expectations for support

Each intern is given high support and high challenge from a team that works on the intern's behalf.

2.5.1 Sponsoring congregation and MTC

The intern will be embedded in a sponsoring congregation and MTC where they will be folded in the life and ministry of the congregation and paid to work 8 hours each week. Work assignments are at the discretion of the MTC coordinator in consultation with the lead pastor and development coordinator. In all cases, the scope of that work will include participation in the Faith, Hope, and Love Avenues.

The MTC coordinator and the intern will agree in advance to a consistent weekly schedule. The

schedule then becomes a key part of the intern's *Ministry Action Plan* (MAP), a copy of which is given to the development coordinator and the intern's coach. For details see Section 2.5.2 (2).

Fundamental to the intern's development is the "hands-on" experience they will be given within the Faith, Hope, and Love Avenues. This ministry experience is accompanied by and contributes to the deepening of the intern's rootedness in our Lord and the fellowship of the Triune God.

Here are guidelines for congregations serving as a sponsoring congregation:

- 1) They are committed to renewal and have received, or are willing to receive, GCI's multi-faceted healthy church equipping.
- 2) They are excited about ministering to the new intern, folding them into the life of the body, prayerfully supporting and nurturing them.
- 3) They understand that the internship lasts for 4 years, typically beginning in August.
- 4) They are committed to supporting the intern's ministry participation and undergraduate study.
- 5) Knowing that a big part of the intern program is helping interns discern their potential calling within GCI, they understand that steering the intern towards a pre-determined course (such as becoming the congregation's next lead pastor) could be detrimental to the intern's development and restrictive of where God may be calling them in their next season of ministry.
- 6) They understand that the intern program seeks to engage interns in all three ministry avenues (see Chapter 6).

2.5.2 MTC Coordinator

The MTC coordinator of the sponsoring congregation serves as the intern's *supervisor*. Following are some supervisory responsibilities:

1) Meet regularly with the intern

The MTC coordinator meets consistently with the intern each week for the duration of the internship to:

- Coordinate the intern's program experience and participation (i.e. Connect with avenue champions during each season of ministry experience, schedule ministry trainings, fundraising efforts, monitor ministry coach and mentor consistency).
- Monitor the intern's progress in accordance with their *Ministry Action Plan* (MAP).
- Monitor the intern's fundraising.

2) Help the intern prepare their MAP

Each intern will be guided during their internship by a *Ministry Action Plan* (MAP) that has been prepared in collaboration with the MTC coordinator and approved by the lead pastor and development coordinator. The MAP will account for the requirements and expectations set out in this manual along with the needs and expectations specific to the sponsoring congregation and the local community where the intern will minister. MAPs will be written on an annual basis, in the last quarter of the preceding year. In doing so, the MAP will have these components:

- **Plans for meeting the intern's fundraising requirements** (include a detailed timeline).
- **Plans for the intern's participation in Hope, Faith, and Love Avenues.** The MAP will outline participation in the four seasons of internship experience and equipping.
- **Plans for progress towards learning objectives.** The MAP will outline experiences, activities, and trainings that will develop intern towards program learning objectives.
- **Alignment with job description.** The MAP should align with the boundaries of the intern job description and program goals.
- **Detailed weekly and annual schedules.** The MAP will include detailed schedules which will be used by the MTC coordinator in assisting the intern with time management.

3) Help the intern grow

Help the intern grow in Christ's character and competency. For instructions, see Chapter 6 and note the following:

- In their Timothy-like protégé role, each intern needs a Paul. The MTC coordinator fills this role along with the intern's coach and mentor. Note that each intern should be

helped to find their own Timothy to pass along what they learn.

- The intern will need congregational support—people praying for them, providing lodging, food, etc. They also will need a team to share ministry with. It is important for the intern to stay connected with other interns in the program, do not allow them to become isolated.
- Provide “up-front” opportunities for the intern—things like teaching, preaching, worship leading, leading programs and events, facilitating meetings, etc. Then be sure to provide feedback on their performance.
- Allow the intern to build, then equip their own team.

4) Review the intern’s progress

The MTC coordinator will manage assessment of intern progress using the following methods, done in alignment with the intern program learning objectives.

- **Annual progress review** Annual progress reviews will be facilitated by the development coordinator with participation by intern, MTC coordinator, lead pastor, regional director, ministry coach, and ministry mentor.
- **Evaluations of formal ministry training** Facilitators of formal trainings (MTC classes, trainings, workshops, etc.) may administer evaluations which assess progress on learning objectives addressed by equipping. Evaluations of formal trainings may provide insight into both intern progress and efficacy of equipping.
- **Written progress review** MTC coordinator may ask interns to complete written self-evaluations, no less than annually and no more than quarterly, that will be submitted to the MTC coordinator, lead pastor, and development coordinator. Self-evaluations may be submitted to the ministry mentor and ministry coach at the discretion of the intern.
- **Written supervisor progress review** MTC coordinator will complete written intern evaluations, no less than annually and no more than quarterly, that will be submitted to the intern, lead pastor, and

development coordinator. Supervisor evaluations may be submitted to the ministry mentor and ministry coach at the discretion of the intern.

- **Program mid-point progress evaluation** Annual progress review that falls mid-way through the intern’s program will serve as a progress evaluation. This evaluation will be used to mutually evaluate whether the internship program continues to be an appropriate placement for the intern.
- **Exit interview** Development coordinator will facilitate an exit interview at program completion. The MTC coordinator, lead pastor, and regional director will participate in the exit interview.

2.5.3 Lead Pastor

The lead pastor of the sponsoring church commits to pastoral support of the intern and leading the sponsoring church in supporting the intern according to the above outlined expectations.

Here are guidelines for the lead pastor of a sponsoring church:

- Participation in intern application interview, annual reviews, and exit interview
- Lead the sponsoring church in welcoming, integrating, and supporting interns
- Consistent communication and collaboration with MTC coordinator
- Lead avenue champions in multiplication of leaders through the process of engage, equip, empower, and encourage. Lead and support avenue champions as they collaborate with MTC coordinator to plug interns into hands-on ministry experience in the avenue

2.5.4 Other Wrap-Around Support Network Members

See appendix A for an overview of the program participation and direct intern support of additional members of the intern wrap-around support network.

Chapter 3

Intern Program Finances

3.1 Intern work hours and salary

Each intern is required to work 8 hours per week (with limited exceptions) in service to the sponsoring congregation. For this work, they are paid according to the applicable minimum wage in their area.

3.2 GCI's contribution

Subject to the parameters set forth in the disclaimer at the beginning of this manual, GCI provides substantial financial support to the intern program by covering the salary and expenses of the development coordinator and other employed support personnel.

Sponsoring congregations/MTCs may currently receive a contribution from the GCNext fund in the amount of \$1,800 per year per ministry intern to offset training costs for the ministry intern. This financial support structure is reviewed periodically and is subject to change. The sponsoring congregation/MTC is encouraged to maintain adequate financial reserves to cover all costs outlined in section 3.3 should the availability of GCNext funds change.

3.3 The Ministry Training Center contribution

The MTC incurs the following costs annually:

- 50% of intern salary estimated at \$2,200 per intern
- Required intern travel costs estimated at \$1,200 per intern
- Discretionary intern travel costs estimated at \$600 per intern (to cover additional trainings, travel, etc. at the discretion of the MTC coordinator)
- Salary and expenses of MTC coordinator
- Expenses of on-site trainings (MTC classes, workshops, etc.)

3.4 The intern's contribution

Each intern will be accountable for the financial matters outlined in this section.

3.4.1 The intern's income and expenses

During the duration of the internship, the intern will work 8 hours per week for the sponsoring congregation (with limited exceptions that must be approved in advance by the MTC coordinator). For this work, they will be paid according to the applicable minimum wage in their area.

Note: as part of their employment obligations, interns must enter their hours daily and sign a bi-weekly timecard no later than 4:00 pm (PST) the Sunday prior to payday. The total hours for the week may not exceed 8 hours (except when approved in advance by the MTC coordinator). If the intern does not work 8 hours in a given week, only the hours worked are to be recorded.

The intern is required to attend various conferences and meetings during the internship as determined by the development coordinator. The intern will pay the costs for these gatherings (registration, lodging, travel, food), and then will be reimbursed by their sponsoring congregation. The intern must request reimbursement within 30 days of expenditure providing receipts to substantiate such requests.

3.4.2 The intern's fundraising

Each intern is expected to raise 50% of their salary estimated at \$2,200 annually. This money is received, deposited, and receipted by the sponsoring congregation (see Section 3.5). The funds raised are directed towards the MTC budget of the sponsoring congregation.

Because most interns are unfamiliar with fundraising, part of the support they receive will involve training in fundraising principles and practices—showing them how to develop potential donors, how to handle the funds received, and how to take care of other details vital to

successful fundraising. In advance of that training, here are some points to consider:

- Rather than a mere task to accomplish, fundraising should be viewed as *a ministry of generosity* by which the fundraiser gives donors opportunity to exercise generosity to help fund an important aspect of the work Jesus is doing in and through a particular ministry (the internship in this case).
- Family, friends, and personal contacts will typically be a primary source for the intern's funding, though interns will need to develop relationships with other people who are able and willing to become active donors. Only after those sources of donations are gleaned should an intern seek assistance from other GCI churches (and only with approval from the regional director, who can provide helpful guidelines).
 - Successful fundraising requires good planning, careful organization, and consistent (and persistent) follow-through.

Note: for additional tips about fundraising, watch GCI's online training video at <https://youtu.be/T0Sj-nybhw8>.

3.4.3 Fundraising accountability

Fundraising is a key responsibility of the intern program.

To demonstrate commitment to fundraising and assess fundraising skillset, upon acceptance to the program and prior to start date, the intern will be asked to fundraise 10% of their annual fundraising goal (5% of overall salary), an amount of \$200.

- High support and high challenge will be brought to the intern's fundraising efforts. If the intern fails to meet program fundraising expectations, the following measures may be taken.
- **Reduction of work hours** If intern falls more than 25% behind in their fundraising progress for three or more quarters, paid hours may be decreased appropriately. If local leadership determines a decrease in hours should be considered, the MTC coordinator, lead pastor, development coordinator, regional director, and human resources will work to determine an appropriate de-

crease in work hours reflective of fundraising gap.

- **Probation** If intern falls more than 50% behind in fundraising for three or more quarters, they may be placed on probation. If local leadership determines a program hold should be considered, the MTC coordinator, lead pastor, regional director, and development coordinator in consultation with human resources will make a determination. See section 9.4 for more information on probation.
- **Program termination** If intern falls more than 80% behind in fundraising progress for four or more quarters, termination from the program will be considered. If local leadership determines termination should be considered, the MTC coordinator, lead pastor, regional director, and development coordinator in consultation with human resources will make this determination.

3.5 How to process funds raised

For the benefit of interns and sponsoring congregations, below are instructions for receiving, depositing, receipting, and disbursing funds raised by the intern (or by others).

- No funds should be given directly to the intern. When the intern solicits donations, the check should be made out to the sponsoring congregation with a note attached informing the congregation it is for the intern program and which intern solicited the donation. The check should be sent to the sponsoring congregation, *not* the intern. The intern is never handling donations.
- The home office via support@gci.org will send an email to the intern with a monthly summary of donations. The intern will be informed how much has been given and the names of the donors. This will allow the intern to send thank you notes and ministry updates to the donors who are supporting their internship.
- The sponsoring congregation will account for all such donations as *designated* donation for the intern program. (see the *GCI Financial Management Manual* for related policies and procedures).

- The sponsoring congregation will receipt all donors (see the *Financial Management Manual*). In that way, donations are potentially tax deductible for the donor.
- When sponsoring congregations (or fundraising networks) receive funds from other congregations earmarked for the support of

the intern program, those funds must be handled as designated offerings for the intern program and accounted for, receipted, and dispersed accordingly.

Chapter 4

Pastoral Resident Program Operations

GCI's Pastoral Resident Program is a 2.5-year, hands-on pastoral ministry experience for those who have discerned a calling to pastoral ministry and have demonstrated potential for this vocation. This program is available to graduates of the GCI Ministry Intern Program and those who have substantial church ministry experience comparable to the intern program. Entering the program requires an application and interview process.

4.1 Pastoral Resident qualifications

Acceptance into the pastoral resident program requires the following minimum qualifications:

- 18 years old
- Bachelor's degree
- Discerned a calling and demonstrated potential for pastoral ministry
- Understand and agree with GCI's statement of beliefs and Trinitarian theology
- Have positive recommendations and successful application and interview
- Availability and willingness to devote 2.5 years to the pastoral residency without interruption, including enrollment in Grace Communion Seminary
- Compliance with the requirements in this manual, including the code of ethics.
- Passed a national criminal background check
- Ability and willingness to relocate to a Ministry Training Center or pre-approved local church if not already local

4.2 How to become a pastoral resident

Applications are required for those wishing to become a pastoral resident. After reviewing the completed application, the development coordinator will contact the applicant to schedule a two-hour interview with the applicant by video conference. The development coordinator will lead this interview, which will also include the

potential MTC coordinator, lead pastor, and regional director.

Applicants who are provisionally accepted into the program will be asked to submit a job application and agree to a criminal background check. If the applicant is a good fit and no problems surface in the application and background check, the applicant may then be accepted into the Pastoral Resident Program.

4.3 High support for pastoral residents

Each pastoral resident (PR) receives "wrap-around support," which includes the following components:

4.3.1 Support team

PRs are supported by a team that includes the members noted below (with additional detail provided in Section 4.5 and Appendix B).

- 1) **MTC Coordinator.** The MTC coordinator serves as the PR's direct supervisor and will coordinate the resident's participation and progress.
- 2) **Lead Pastor.** The lead pastor of the sponsoring congregation serves as a pastoral support to the PR.
- 3) **Sponsoring congregation and MTC.** This is the congregation and MTC where each PR is nurtured and given ministry employment. It is the primary vehicle by which the resident is equipped, cared for and otherwise supported throughout the residency. For more detail, see Section 4.5.1.
- 4) **Regional director.** The applicable regional director is an active participant in the support of the PR, both in placement and providing training during the residency. The regional director also participates in the PR's bi-annual review.
- 5) **Coach.** Each PR is assigned a ministry coach who meets with the resident for one hour every month (typically by video con-

ference). The coach's role is to draw out from the PR what the Holy Spirit is prompting them to do to capitalize on the PR Program. The first coaching conversation at the beginning of the program will include the coach, the PR, the MTC coordinator, and the development coordinator. This conversation will help ensure that all participants are on the same page.

- 6) **Mentor.** Each PR will have a ministry mentor within the sponsoring church. The MTC coordinator will facilitate the start of the mentoring relationship.

4.3.2 Financial support

Subject to the parameters set forth in the disclaimer at the beginning of this manual, each PR is employed for the duration of their residency to serve within their sponsoring congregation and MTC.

4.4 High challenge for pastoral residents

Along with high support for residents comes high challenge in the areas noted below.

4.4.1 Prioritize relationships

Fundamental to the PR program is participation in the love and life of our tri-personal God through the development of the following redemptive relationships:

- **With the triune God.** PRs are challenged to be devoted to corporate worship, prayer, and the study of Scripture.
- **With leaders.** PRs are challenged to be actively accountable to their MTC coordinator, lead pastor, coach, mentor, and development coordinator.
- **With the sponsoring congregation.** PRs are challenged to develop deep relationships through ongoing fellowship with members of the sponsoring congregation. PRs are strongly encouraged to participate in a small group within the sponsoring congregation during the first year of their pastoral residency.

4.4.2 Serve the sponsoring congregation

Each PR is expected to work 25 hours a week in one or more of the ministries of the sponsoring congregation. This helps the congregation while giving the PR opportunity to explore various aspects of healthy church ministry. The PR is also expected to otherwise be active in the life of the congregation, including regular attendance at worship.

4.4.3 Pursue academic studies

Pastoral residents are expected to participate in graduate level studies at Grace Communion Seminary (GCS). Participants are responsible for fulfillment of program academic requirements and maintaining good academic standing.

• Education Funding

- Eligible PRs may apply for a GCS scholarship amounting to 50% of tuition
- Remaining 50% tuition funded by sponsoring church MTC
- Funding for book costs up to \$65 provided per course
- Minimum GPA of 3.0 must be maintained for both eligibility for GCS PR scholarship and education funding from sponsoring church MTC
- If GPA drops below 3.0, education costs will become responsibility of PR until GPA reaches 3.0 again

- **Degree options** PRs may enroll in a Master's in Pastoral Studies or Master's in Theological Studies at GCS.

• Required courses:

- CM508: Church Planting and Church Development
- CM504: Practice of Ministry
- CM510: Polity of Grace Communion International
- TH505: Doctrine of the Trinity

4.4.4 Attend conferences and meetings

PRs are required to attend the following:

- **GCI conferences:** 1) The annual intern and pastoral resident gathering. 2) Regional Celebration, Denominational Celebration, and Intern/PR retreats.

The PR's costs (travel, lodging, food) to attend these two annual conferences are reimbursed by the sponsoring congregation MTC.

- **PR meetings:** The MTC coordinator will work with PRs to establish a meeting schedule including PR meetings, intern and pastoral resident meetings, trainings, and one-on-one check-ins. The PR is also responsible for attending consistent meetings with their ministry coach and ministry mentor.

4.4.5 Raise funds

PRs commit to fundraising 50% of their salary annually to contribute to the sustainability of the program. For more information about fundraising, see Chapter 5.

4.5 Expectations for support team members

Each PR is given high support and high challenge from a team that works on the PR's behalf.

4.5.1 Sponsoring congregation and MTC

The PR will be embedded in a sponsoring congregation and MTC where they will be enfolded into the life and ministry of the congregation and paid to work 25 hours each week. What that work entails is at the discretion of the MTC coordinator in consultation with the lead pastor and development coordinator. In all cases, the scope of that work will include participation in the Faith, Hope, and Love Avenues.

The MTC coordinator and the PR will agree in advance to a consistent weekly schedule for the resident's 25 hours of paid ministry work. The schedule then becomes a key part of the PR's *Ministry Action Plan* (MAP), a copy of which is given to the development coordinator and the PR's coach. For details see Section 4.5.2 (2).

Fundamental to the PR's development is the "hands-on" experience they will be given within the Faith, Hope, and Love Avenues. This ministry experience is accompanied by and contributes to the deepening of the PR's rootedness in our Lord, and the fellowship of the Triune God.

Here are guidelines for congregations serving as a sponsoring congregation:

- 1) They are committed to renewal and have received, or are willing to receive, GCI's multi-faceted healthy church equipping.
- 2) They are excited about ministering to the new PR, folding them into the life of the body, prayerfully supporting and nurturing them.
- 3) They understand that the pastoral residency lasts for 2.5 years.
- 4) They are committed to supporting the PR's ministry participation and graduate study.
- 5) Knowing that a big part of the PR Program is helping PRs discern their potential calling within GCI, they understand that steering the PR towards a pre-determined course (such as becoming the congregation's next lead pastor) could be detrimental to the PR's development and restrictive of where God may be calling them in their next season of ministry.
- 6) They understand that the pastoral resident program seeks to engage PRs in all three ministry avenues.

4.5.2 MTC Coordinator

The MTC coordinator of the sponsoring congregation serves as the PR's *supervisor*. Following are primary supervisor responsibilities:

1) Meet regularly with the PR

The MTC coordinator meets consistently with the PR for the duration of the residency to:

- Coordinate the PR's program experience and participation (i.e. Connect with avenue champions during each season of ministry experience, schedule ministry trainings, fundraising efforts, monitor ministry coach and mentor consistency)
- Monitor the PR's progress in accordance with their *Ministry Action Plan* (MAP)
- Monitor the PR's fundraising

2) Help the PR prepare their MAP

Each PR will be guided during their internship by a *Ministry Action Plan* (MAP) that has been prepared in collaboration with the MTC coordinator and approved by the lead pastor and development coordinator. The MAP will account for the requirements and expectations set out in

this manual along with the needs and expectations specific to the sponsoring congregation and the local community where the resident will minister. MAPs will be written on an annual basis, in the last quarter of the preceding year. In doing so, the MAP will have these components:

- **Plans for meeting the PR's fundraising requirements** (include a detailed timeline)
- **Plans for the PR's participation in Hope, Faith, and Love Avenues.** Resident's MAP will outline participation in the four seasons of pastoral residency experience and equipping
- **Plans for progress towards learning objectives** MAP will outline experiences, activities, and trainings that will develop PR towards program learning objectives
- **Alignment with job description** MAP should align with the boundaries of the PR job description and program goals
- **Detailed weekly and annual schedules** for the PR's work. This key component is used by the MTC coordinator in assisting the PR with time management

3) Help the pastoral resident grow

Another responsibility of the MTC coordinator is helping the PR grow in Christ's character and competency. For instructions, see Chapter 6 and note the following:

- In their Timothy-like protégé role, each PR needs a Paul. The MTC coordinator fills this role in part, along with the PR's coach and mentor. Note that each resident should be helped to find their own Timothy to pass along what they learn.
- The PR will need congregational support—people praying for them, providing lodging, food, etc. They also will need a team to share ministry with. Do not allow the PR to become isolated. It is important for the PR to stay connected with other residents in the program.
- Provide “up-front” opportunities for the PR—things like teaching, preaching, worship leading, leading programs and events, facilitating meetings, etc. Then be sure to provide feedback on their performance.
- Allow the PR to build, then equip their own team.

4) Review the PR's progress

The MTC coordinator will manage assessment of PR progress using the following methods. Progress assessment will be done in alignment with the pastoral resident program learning objectives.

- **Annual progress review** Annual progress reviews will be facilitated by the development coordinator with participation by the resident, MTC coordinator, lead pastor, regional director, ministry coach, and ministry mentor.
- **Evaluations of formal ministry training** Facilitators of formal trainings (MTC classes, trainings, workshops, etc.) may administer evaluations which assess progress on learning objectives addressed by equipping. Evaluations of trainings may provide insight into both PR progress and efficacy of equipping.
- **Written progress review** MTC coordinator may ask PRs to complete written self-evaluations, no less than annually and no more than quarterly, that will be submitted to the MTC coordinator, lead pastor, and development coordinator. Self-evaluations may be submitted to the ministry mentor and ministry coach at the discretion of the PR.
- **Written supervisor progress review** MTC coordinator will complete written PR evaluations, no less than annually and no more than quarterly, that will be submitted to the PR, lead pastor, and development coordinator. Supervisor evaluations may be submitted to the ministry mentor and ministry coach at the discretion of the PR.
- **Program mid-point progress evaluation.** The annual progress review that falls midway through the PR's program will serve as a progress evaluation. This evaluation will be used to mutually evaluate whether the pastoral resident program continues to be an appropriate placement for the PR.
- **Exit interview.** The development coordinator will facilitate an exit interview at program completion. The MTC coordinator, lead pastor, and regional director will participate in the exit interview.

4.5.3 Lead Pastor

The lead pastor of the sponsoring church commits to pastoral support of the PR and leading the sponsoring church in supporting the PR according to the above outlined expectations.

Here are guidelines for the lead pastor of a sponsoring church:

- Participation in PR application interview, annual reviews, and exit interview
- Lead the sponsoring church in welcoming, integrating, and supporting PRs
- Consistent communication and collaboration with MTC coordinator
- Lead avenue champions in multiplication of leaders through the process of engage, equip, empower, and encourage. Lead and support avenue champions as they collaborate with MTC coordinator to plug PRs into hands-on ministry experience in the avenue

4.5.4 Other Wrap-Around Support Network Members

See appendix B

Chapter 5

Pastoral Resident Program Finances

5.1 Pastoral resident work hours and salary

Each PR is required to work 25 hours per week (with limited exceptions) in service to the sponsoring congregation. For this work, they are paid at a rate of \$15 per hour or according to the applicable minimum wage in their area.

5.2 GCI's contribution

Subject to the parameters set forth in the disclaimer at the beginning of this manual, GCI provides substantial financial support to the pastoral resident program by covering the salary and expenses of the development coordinator and other employed support personnel.

Sponsoring congregations/MTCs may receive a contribution from the GCNext fund in the amount of \$7,500 per year per pastoral resident to offset training costs for a pastoral resident. This financial support structure is reviewed periodically and is subject to availability. The sponsoring congregation/MTC is encouraged to maintain adequate financial reserves to cover all costs outlined in section 5.3 should the availability of GCNext funds change.

5.3 The Ministry Training Center contribution

The MTC incurs the following costs annually:

- 50% of PR salary estimated at \$9,900 per PR
- Required travel costs estimated at \$1,200 per PR
- Discretionary travel costs estimated at \$600 per PR (to cover additional trainings, travel, etc. at the discretion of the MTC coordinator)
- Salary and expenses of MTC coordinator
- Expenses of on-site trainings (MTC classes, workshops, etc.)

5.4 The pastoral resident's contribution

As part of their residency each PR will must fulfill requirements outlined in this section.

5.4.1 The PR's income and expenses

During the duration of the pastoral residency, the PR will work 25 hours per week for the sponsoring congregation (with limited exceptions that must be approved in advance by the MTC coordinator). For this work, they will be paid \$15 per hour or according to the applicable minimum wage in their area.

Note: as part of their employment obligations, residents must enter their hours daily and sign a bi-weekly timecard no later than 4:00 pm (PST) the Sunday prior to payday. The total hours for the week may not exceed 25 (except when approved in advance by the MTC coordinator). If the resident does not work 25 hours in a given week, only the hours worked are to be recorded.

The PR must attend various conferences and meetings during the pastoral residency as determined by the development coordinator. The PR will pay the costs for these gatherings (registration, lodging, travel, food) and request reimbursed from their sponsoring congregation. The PR must request reimbursement within 30 days of expenditure providing receipts to substantiate such requests.

5.3.2 The PR's fundraising

Each PR is expected to raise 50% of their salary estimated at \$9,900 annually. This money is received, deposited, and receipted by the sponsoring congregation (see Section 5.3.3). The funds raised are directed towards the MTC budget of the sponsoring congregation.

PRs will receive support and training in fundraising principles and practices—showing them how to develop potential donors, how to handle the funds received, and how to take care of other

details vital to successful fundraising. In advance of that training, here are some points to consider:

- Rather than a mere task to accomplish, fundraising should be viewed as *a ministry of generosity* by which the fundraiser gives donors opportunity to exercise generosity to help fund an important aspect of the work Jesus is doing in and through a particular ministry (the residency in this case).
- Family, friends, and personal contacts will typically be a primary source for the PR's funding, though residents will need to develop relationships with other people who are able and willing to become active donors. Only after those sources of donations are gleaned should a resident seek assistance from other GCI churches (and only with approval from the regional director, who can provide helpful guidance).
- Successful fundraising requires good planning, careful organization, and consistent (and persistent) follow-through.

Note: for additional tips about fundraising, watch GCI's online training video at <https://youtu.be/T0Sj-nybhw8>.

5.3.3 Fundraising accountability

Fundraising is a key responsibility of the pastoral resident program.

To demonstrate commitment to fundraising and assess the fundraising skillset, upon acceptance to the program and prior to start date, the PR will be asked to fundraise 10% of their annual fundraising goal (5% of overall salary), an amount of \$1,000.

High support and high challenge will be brought to the PR's fundraising efforts. If the PR fails to meet program fundraising expectations, the following measures may be taken.

- **Reduction of work hours** If PR falls more than 25% behind in their fundraising progress for three or more quarters, paid hours may be decreased appropriately. If local leadership determines a decrease in hours should be considered, the MTC coordinator, lead pastor, development coordinator, re-

gional director, and human resources will work to determine an appropriate decrease in work hours reflective of the fundraising gap.

- **Probation** If PR falls more than 50% behind in fundraising for three or more quarters, they may be placed on probation. If local leadership determines probation should be considered, the MTC coordinator, lead pastor, regional director, and development coordinator will make a determination. See section 9.4 for more information on probation.
- **Program termination** If PR falls more than 80% behind in fundraising progress for four or more quarters, termination from the program will be considered. If local leadership determines termination should be considered, the MTC coordinator, lead pastor, regional director, and development coordinator in consultation with human resources will make this determination.

5.4 How to process funds raised

For the benefit of PRs and sponsoring congregations, below are instructions for receiving, depositing, receipting, and disbursing funds raised by the PR (or by others).

- No funds should ever be given directly to the PR. When the resident solicits donations, the check should be made out to the sponsoring congregation, with a note attached stating it is for support of the PR program and who solicited the donation. The check should be sent to the sponsoring congregation, *not* the PR. The resident is never handling donations.
- The home office via support@gci.org will send an email to the resident with a monthly summary of donations. The resident will be informed how much has been given and the names of the donors. This will allow the resident to send thank you notes and ministry updates to the donors who are supporting their residency.
- The sponsoring congregation will account for all such donations as *designated offerings* (see the *GCI Financial Management Manual* for related policies and procedures).

- The sponsoring congregation will receipt all donors (see the *Financial Management Manual*). In that way, donations are potentially tax deductible for the donor.
- When sponsoring congregations (or fundraising networks) receive funds from other congregations earmarked for the support of the PR program, those funds must be handled as designated offerings and accounted for, receipted, and dispersed accordingly.

Chapter 6

Helping Ministers Grow

Both the Ministry Intern Program and the Pastoral Resident Program address the *being* (character) and *doing* (competency) of their participants. Those charged with supervising, coaching, and mentoring these ministers of the gospel have the opportunity and responsibility to help them develop in both areas. What follows in this chapter are criteria and methods to utilize in approaching this important ministry development task.

6.1 Developing a minister's character

Though supervisors, coaches and mentors are not able to *directly* cause an intern or a resident to grow in Christ-like character, they have an essential role in facilitating their *spiritual formation*. They do so through their personal Christ-reflecting presence, through intercessory prayer on behalf of the intern or resident, and by providing *nurturing environments* conducive to the work the Spirit is doing in the intern's or resident's life to transform them into the likeness of Jesus—sharing in Jesus' righteousness, peace and joy in the Holy Spirit (Romans 14:17).

For more information on assisting in the spiritual formation of a developing minister, go to <https://www.gci.org/foundations>.

6.2 Developing a minister's competency

Supervisors, coaches, and mentors also have a vital role in facilitating growth in the *doing* of their intern or resident. This doing has largely to do with *ministry competency*. A minister is said to be *competent* when certain desired ministry outcomes result from the application of knowledge and skill in ways that are appropriate to the ministry context within which they serve.

It is GCI's desire that its interns and pastoral residents develop competency in advancing Jesus' *disciple-making ministry* within their congregations and related ministry contexts. Disci-

ple-making ministry focuses on key aspects of Jesus' own disciple-making ministry, which he summarized for his disciples in the statement we call "The Great Commission" (Matt. 28:18-20).

Disciple-making ministry involves seeking the lost (*evangelizing*), nurturing in the faith those who become believers (*discipling*), apprenticing growing believers to become ministry workers (*equipping*), and then apprenticing called and available workers to serve as leaders (*multiply-ing*). This *seek-nurture-equip-multiply* disciple-making pattern is how Jesus, through the Spirit, continues to build his church for participation with him in Great Commission ministry grounded in Jesus' Great Commandment heart of love for God and for people.

What follows in this chapter are the learning objectives for both the intern and pastoral resident program to address the disciple-making competencies it desires to see develop in the lives of its interns and pastoral residents.

6.3 Intern learning objectives

Upon completion of the program, an intern should demonstrate measurable progress towards the following learning objectives:

Healthy Leader Learning Objectives:

1. Articulate the role of healthy leaders in GCI's healthy church vision
2. Articulate the process of engage, equip, empower, and encourage and its relation to the GCI vision of healthy leader and healthy church
3. Understanding and practical application of GiANT Worldwide Core leadership tools
4. Understanding and practical application of the 5 voices tool and its role in a team-based leadership model
5. Describe Team-based, Pastor-Led and REAL Team models, their role in GCI's

- healthy leader healthy church vision, and practical application of the models
6. Proficiency in ministry project organization and execution that is on-time and on-budget
 7. Participates in personal rhythms of spiritual discipline and formation
 8. Foundational Biblical literacy and functional knowledge of exegetical practices
 9. Articulate foundational Incarnational Trinitarian theology
 10. Proficient in ministry fundraising

Healthy Church Learning Objectives:

1. Articulate GCI's healthy church vision
2. Articulate the ministry of the Faith, Hope and Love Avenues and describe examples of their expression within the life of a local church
3. Lead a ministry project that is in alignment with the life of the local church
4. *Faith Avenue*: describe the practice of whole-life discipleship, the role of discipleship in the life of the local church, diverse expressions, and practices of discipleship
5. *Hope Avenue*: describe the practice of corporate worship, the role of corporate worship in the life of the local church, the role of liturgy in corporate worship, and functional knowledge of the GCI worship calendar and liturgical resources
6. *Love Avenue*: describe the practice of missional living, the role of missional living in the life of the local church, missional vs. missionary framework, describe the integration of Ministry Avenues within the life of the local church

6.4 Pastoral resident learning objectives

Upon completion of the program, a pastoral resident should demonstrate measurable progress towards the following learning objectives:

Healthy Leader Learning Objectives:

1. Active participation in GCI vision of healthy leader and ability to articulate its role in healthy church vision

2. Effectively lead a ministry team
3. Articulate the role of equipping the saints and multiplication of leaders in healthy pastoral leadership
4. Implement both the process of engage, equip, empower, and encourage and the apprenticeship square (see gci.org/go/appsquare for more details)
5. Participates in personal rhythms of spiritual discipline and formation, growing in maturity as a follower of Christ
6. Foundational understanding of both personal and social theological ethics
7. Understanding of professional and personal boundaries in pastoral leadership with particular attention to legal boundaries
8. Articulate pastoral ministry theology
9. Maturity in Spirit-led discernment

Healthy Church Learning Objectives:

1. Participation in GCI's healthy church vision
2. Describe pastoral perspectives on the ministry of the Faith, Hope, and Love Avenues
3. *Faith Avenue*: describe pastoral perspectives on the sacraments, discipleship pathways, mentorship, and boundaries in pastoral counseling
4. *Hope Avenue*: describe pastoral perspectives on corporate worship and church liturgy, proficiency in exegetical preaching from the revised common lectionary, and use of GCI Worship Calendar and liturgical resources
5. *Love Avenue*: describe pastoral perspectives on missional living, identifying a target community, and neighborhood church model
6. Knowledge of GCI church planting and multiplication frameworks and the role they play in GCI's healthy church vision
7. Knowledge of church finances and legalities
8. Ability to develop a local church MAP and budget

Chapter 7

Code of Ethics

GCI interns and pastoral residents agree to abide by the code of ethics set forth in this chapter. This code helps shape actions as the minister seeks to reflect Christ's will for them. It thus serves as a framework to make decisions and judgments, and act on them.

Decision-making for a minister is ethical when firmly grounded in the will of Christ as revealed in his Word and by his Spirit. Therefore, interns and pastoral residents must study Scripture, allowing the Holy Spirit to guide them in the application of ethical principles found there, particularly in the life and teachings of Jesus and in the writings of the New Testament authors, where high standards of reputation, ethics and conduct are set for ministers of the gospel. With these guiding principles in mind, here is the code of ethics for interns and pastoral residents.

7.1 Responsibility to God

Knowing Jesus Christ is the living head of the church, I will strive to conduct myself in a manner that brings glory to him. This means I will strive to:

- Be a responsible, servant-hearted minister of the gospel reflecting Christ's life in all I do.
- Exercise faithful stewardship in my devotional life through the use of spiritual disciplines, the gifts of the Spirit, and acts of service.
- Exercise faithful stewardship of financial, physical, and intellectual resources.
- Accept accountability for all my actions and avoid situations that could reflect negatively on the name of Jesus Christ.
- Maintain sexual wholeness and integrity, including chastity outside of marriage, fidelity in a marriage relationship, and avoidance of even the appearance of impropriety with members of the opposite gender. Exercise wisdom and care in all dating relationships.
- Exercise moderation and discernment in the consumption of alcohol (when such consumption is permitted by law).

7.2 Responsibility to the denomination

As a GCI intern or pastoral resident, I acknowledge that I have a responsibility of loyalty to my ecclesiastical supervisors including my MTC coordinator, lead pastor, regional director, and development coordinator. This means I will strive to:

- Prayerfully study all doctrinal materials presented by the denomination.
- Support and carry out all administrative decisions and policies of my ecclesiastical supervisors. If I cannot in good conscience do so, I will immediately notify my supervisors.
- Cooperate with, and seek assistance from the MTC coordinator, lead pastor, regional director, development coordinator, peers, and members of my congregation to acquire information and to receive training that is relevant to my ministry assignment.
- Conduct myself responsibly on social media. This includes avoiding the appearances of wrong-doing or posting hurtful or divisive commentary.
- Support and promote GCI's global mission.

7.3 Responsibility to the congregation

As a member of the body of Christ being expressed in the form of the local church, I will strive to:

- Be a good steward of my time, talent, and treasure. I will honor my agreement to work a specified number of hours each week, and to being a dedicated and consistent participant in the affairs of the church otherwise.
- Be a faithful fundraiser to help cover the investment the local congregation has provided to support my compensation.
- Be committed to prompt reconciliation of interpersonal conflicts.
- Be fair and consistent in my dealings with all members of the sponsoring congregation.

- Honor and respect other cultures, genders, and races.
- Be trustworthy in all areas of confidentiality, except as I am legally bound to disclose. I will not betray the trust of a member by disclosing personal information about that person to others, without that person's prior knowledge and consent.

7.4 Responsibility to the local community

The local church is an integral part of the community in which it resides. An active, appropriate role in the community is an example of Christian love and a witness to the gospel of Jesus Christ. This means I will strive to:

- Be a responsible member of my community.
- Accept reasonable responsibilities for community service, recognizing this is a function of my public ministry.
- Encourage the involvement of the congregation in appropriate community events.
- Comply with the laws of government as long as they do not conflict with the teachings of Jesus.
- Not allow my political stances to create polarization within the congregation, or to be a focus in ministry to others.

7.5 Additional responsibilities

As an intern or pastoral resident, I promise to:

- Avoid all actions or words that compromise the integrity, community, reputation, and ability to function of the local church and Grace Communion International.
- Not violate any Federal, State and Local laws and statutes.
- Avoid harassment of any sort, on any basis (see Section 8.1).
- Use discernment and care when posting content related to Grace Communion International in any electronic media.
- Exercise wisdom and caution regarding traveling with someone of the opposite gender, particularly on long road trips (see Section 8.1.2, 1).

Chapter 8

Health and Safety Policies

In addition to abiding by the code of ethics (Chapter 7), interns and pastoral residents agree to adhere to the health and safety policies set out in this chapter, using reasonable care to protect themselves and others from harm. The standard of reasonable care involves close adherence to the policies listed in this chapter. Note that these policies also apply to GCI elders.

8.1 Prohibition of sexual harassment and misconduct

Special care must be taken by interns and pastoral residents in relating to congregants and/or participants in events they supervise so as not to subject anyone to sexual harassment, sexual misconduct, and/or improper discrimination.

These three forms of behavior will not be tolerated during any GCI program or event (including travel to and from programs or events when such travel is being supervised by the intern or pastoral resident).

This section defines these three types of prohibited behaviors and sets forth policies and procedures regarding reporting and investigating such behaviors and administering disciplinary action when warranted.

8.1.1 Sexual harassment

Sexual harassment can involve either a male or female harasser or either a male or a female victim. Moreover, the harasser and victim may be of the same or opposite gender. In all such circumstances, the common denominator is that the harasser's conduct is not welcomed by the recipient (victim) and/or creates a hostile environment. Whenever unwelcome, the following conduct potentially constitutes sexual harassment (the list is illustrative only and not exhaustive):

- Physical contact of an inappropriate type
- Sexual flirtation, touching, advances or propositions

- Demeaning, insulting, intimidating or sexually suggestive comments about an individual's dress or body
- Demeaning, insulting, intimidating or sexually suggestive written, recorded, or electronically transmitted messages (including distribution of Internet pornography, sexting, etc.)

8.1.2 Sexual misconduct

Sexual misconduct is any type of sexual contact (including, but not limited to, all illegal sexual conduct) between non-married individuals (whether staff or participants). Examples of sexual contact include prolonged hugging and/or kissing (sometimes called "petting" or "necking"), and other forms of intimate sexual contact including oral sex, and sexual intercourse of any type. To avoid sexual misconduct, the following rules are to be adhered to by interns and pastoral residents at all times:

- 1) **Never alone.** An intern or pastoral resident (who is not a parent or legal guardian of the minor being supervised) is NEVER to be alone (out of public view) with a minor (a person under 18) participant or staff member in the program. "Public view" means that the persons involved are never in a situation where they are not continuously being observed by other people. Being in an automobile without additional passengers is NOT considered "in public view."
- 2) **Supervising groups.** It is *recommended* that more than one adult be present to supervise groups of minors when that group will remain for more than a few minutes outside of public view. If only one adult is supervising a group of minors for more than a few minutes, it is recommended that measures be taken to keep the group in public view, or if that is not possible, to frequently monitor the group through random "drop-in" checks by another adult.

The goal of this policy is to minimize the risk of one adult supervisor having oppor-

tunity to abuse one or more minors in a group. The danger of this happening increases as the age of the minors in the group decreases. Great caution is in order.

- 3) Exclude sexual offenders from participation.** It is GCI policy to exclude from participation in the intern program and the pastoral resident program any person who has:
- Been convicted of the abuse of a minor (either physical or sexual abuse) or any other civil or criminal offense that would make the individual unsuitable to be in close proximity to minors. To enforce this exclusion, all interns and pastoral residents will be given a criminal background check before being accepted into the programs. Once every year, for the duration of these programs, all interns and pastoral residents are to be cleared by the development coordinator by confirming that their names do not appear on the national registry of sexual offenders—online at www.nsopw.gov/en.
 - Admitted prior sexual abuse of a minor (whether prosecuted or not).
 - Received a diagnosis of pedophilia, exhibitionism or voyeurism as defined by the American Psychiatric Association (APA).

8.2 Prohibition of substance abuse

Interns and pastoral residents are prohibited to use, transfer, distribute, manufacture or possess unauthorized drugs, intoxicants, drug paraphernalia, and illegal or inappropriate use of controlled substances or prohibited drugs, or any combination thereof during the duration of the programs. In all cases, even in states where its recreational use is legal, the use of marijuana is prohibited. Additionally, interns and pastoral residents are prohibited from consuming alcohol when involved in an activity or program that includes minors.

Controlled substances are medications prescribed by medical doctors, including narcotics, stimulants, and sedative hypnotics. Prohibited drugs include all street drugs, including marijuana, cocaine, heroin, and all other illegal drugs. Use or possession of prescription drugs con-

sistent with a physician's directions is not considered a violation of this policy.

Any intern or pastoral resident failing to conform to these rules will be subject to disciplinary action, up to and including termination, at the sole discretion of the development coordinator with the review of the Superintendent of North America. GCI reserves the right to search and inspect interns and pastoral residents when they are present at GCI-sponsored events. Attendance at such events constitutes consent to such searches and inspections, forgoing any expectations of privacy to the contrary.

Chapter 9

Discipline Policy

Subject to the parameters set forth in the disclaimer at the beginning of this manual, if an intern or pastoral resident breaches any of the policies contained in this manual, including the code of ethics (Chapter 7) and health and safety policies (Chapter 8), they will be subject to disciplinary action, up to and including termination. Such action, when and as deemed necessary by the development coordinator and always in consultation with the MTC coordinator, lead pastor, regional director, and human resources will follow these steps:

9.1 Corrective visit, letter, or phone call.

A visit, letter or phone call to the intern or pastoral resident from the development coordinator will normally be sufficient to address most infractions. A visit or phone call will normally be followed with an email message to provide a written record.

9.2 Suspension.

An intern or pastoral resident may be suspended with pay from participation in the program when there is evidence of dereliction of duty that, in the judgment of the development coordinator, is cause to remove the intern or resident from active participation while the matter is investigated. Such suspension is usually short-term, with a determination made fairly quickly to reinstate the participant, place them on probation, or terminate their participation in the program.

9.3 Termination.

An intern or resident may be terminated from the program and GCI employment if in the judgment of the *disciplinary review board* a significant dereliction of duty and/or breach of ministerial ethics makes it inappropriate for the individual to participate in the program. The *disciplinary review board* will include the MTC coordinator, lead pastor, development coordinator, superintendent of North America, regional director, operations coordinator, and human resources. The decision of this board is final and will be administered by

the development coordinator in conjunction with the MTC coordinator.

9.4 Probation.

An intern or resident may receive probation rather than termination when the nature of the offense warrants it and there is reason to believe that they can be rehabilitated in a reasonably short time. Probation serves the purpose of alerting the participant that they are not meeting performance responsibilities and provides a time frame within which they may demonstrate satisfactory improvement. When an intern or resident is put on probation, the development coordinator will confer with them to discuss the reasons for and the nature of the probation, including requirements for improvement during the probation period. This discussion will be handled in a loving and respectful way, seeking to help the participant meet appropriate responsibilities for their performance in a timely way. As part of this discussion, it will be determined if the participant's sponsoring congregation should be notified of the probation. If notification is deemed necessary by the development coordinator, notification will be made by the MTC coordinator in a way that respects the privacy of the involved parties while appropriately informing the congregation concerning the terms of the probation.

Probation is typically for a period of three months (the length of an academic semester) to provide adequate time for the intern or pastoral resident to demonstrate improvement in accordance with a list of requirements given to them by the development coordinator at the beginning of the probation period. During probation, the participant is expected to seek input from the MTC coordinator and the lead pastor regarding improving their performance. At the conclusion of the probation period, one of three actions will be taken:

- 1) **Cancellation of probation:** if the participant has met requirements, probation will end.
- 2) **Continuation of probation:** if the participant has not met requirements but has shown substan-

tial progress, probation may be extended, up to a maximum total probationary period of four months.

3) **Termination:** if the participant has not shown substantial progress in meeting the requirements, their responsibilities as an intern or pastoral resident and their GCI employment will be terminated.

Appendix A

Ministry Intern Wrap-Around Support Network

The Ministry Intern Program uses a wrap-around support model, providing interns with multiple layers and persons of support. The following chart provides guiding definition to the roles of key participants in the intern's wrap-around support network. The MTC coordinator will provide coordination to contextualize each intern's wrap-around support network. This chart is neither exhaustive nor prescriptive, but a framework to build clarity, focus, and efficacy around each participants role in the intern's wrap-around support network.

Role	Program Participation Summary	Direct Intern Support	Notes
MTC Coordinator	<ul style="list-style-type: none"> • Coordinate and oversee program implementation • Steward integrity of program 	<ul style="list-style-type: none"> • Direct supervisor • Coordinates program participation and progress • Participation in intern application, interview, review, assessment, and exit interview process 	
Lead Pastor	<ul style="list-style-type: none"> • Collaborate with MTC coordinator on MTC alignment and participation in life of local church • Pastoral leadership 	<ul style="list-style-type: none"> • Intern's pastor • Provides pastoral support (checks-in, leads church in welcoming, integrating, and supporting interns, remains up to date with MTC coordinator, etc.) • Participation in intern application, interview, review, assessment, and exit interview process 	
Mentor	<ul style="list-style-type: none"> • Provides mentorship towards fulfillment of mentoring program requirement 	<ul style="list-style-type: none"> • Consistent life-on-life mentoring • Applies apprenticeship square process in hands-on mentoring in ministry leadership 	<ul style="list-style-type: none"> • Experienced ministry leader • Active participant in life of the local church • Organic relationship/synergy with intern
Coach	<ul style="list-style-type: none"> • Provides coaching towards fulfillment of coaching program requirement 	<ul style="list-style-type: none"> • Provides ministry coaching • Coaches through MAP • Meet 1x/month 	<ul style="list-style-type: none"> • GCI certified ministry Coach • Assigned by GCI ministry coach coordinator • Serves in 1-year intervals

Avenue Champion	<ul style="list-style-type: none"> • Collaborates with MTC coordinator and lead pastor to facilitate hands-on learning in avenue towards fulfillment of program requirements 	<ul style="list-style-type: none"> • Facilitation and oversight of intern's hands-on learning in avenue • Applies apprenticeship square process • Resource for intern's hands-on learning experience in avenue 	<ul style="list-style-type: none"> • In some cases, avenue champion will directly work with intern as they spend time in that avenue. In other cases, avenue champion may provide support for a ministry leader in their avenue who is working directly with intern. This will be appropriately discerned in collaboration between MTC coordinator, lead pastor, and avenue champion
Ministry Leader		<ul style="list-style-type: none"> • Applies apprenticeship square process in working with intern's hands-on learning experience • Oversight of intern's hands-on experience serving on the team 	
Equippers, Trainers, Teachers	<ul style="list-style-type: none"> • MTC coordinator may schedule experienced equippers to provide training and other formalized training to interns 	<ul style="list-style-type: none"> • Provide focused training to interns 	
Church Members & Leaders	<ul style="list-style-type: none"> • This program provides opportunity for hands-on learning experiences within the life of the local church. Local church members and leaders are participants in and stewards of this life 	<ul style="list-style-type: none"> • Actively welcome and engage intern in life of the church 	<ul style="list-style-type: none"> • Church members have a critical role to play in integrating interns into the life of the local church as family members, not only trainees
Regional Director	<ul style="list-style-type: none"> • Provide regional support • Collaborate with MTC coordinator and lead pastor on regional alignment 	<ul style="list-style-type: none"> • Participate in intern application, interview, review, assessment, and exit interview process 	
Development Coordinator	<ul style="list-style-type: none"> • Provide denominational support • Collaborate with MTC leadership on program alignment • Provide direct support to MTC coordinator 	<ul style="list-style-type: none"> • Facilitate intern application, interview, review, assessment, and exit interview processes • Facilitate annual intern & PR gathering • Facilitate intern & PR cabin retreat every three years 	

Mentorship Guidelines

Ministry mentors are positioned to be one of the most influential members of an intern's wrap-around support network. As such, recruitment and support of ministry mentors merits particular attention. The following guidelines are recommended for the recruitment and support of intern ministry mentors.

Mentor qualities:

- Experienced ministry leader
- Healthy mentoring mindset and experience
- Comfort and competency with apprenticeship square process
- Active participation in the local church
- Sufficient availability for life-on-life mentoring
- Participation in mentor training or development opportunities provided by local church leaders

Mentoring Guidelines:

- MTC coordinator will coordinate the mentorship of interns as a program requirement. That does not mean it cannot be organic! Be attentive to the development of organic mentoring relationships in the first weeks and months of an intern's internship. Engage in dialogue with the intern and church leaders to identify organic connections that can be nourished into dynamic mentorships.
- Ministry mentor should be identified within first 6 months of internship.
- Mentors should meet consistently with their intern mentee and develop a "life-on-life" mentorship rhythm; it is recommended that mentors maintain at minimum a weekly to bi-monthly rhythm of meeting.
- Intern ministry mentors should have no more than 2-3 mentees total (whether other mentees are interns or not).
- Mentors and mentees are encouraged to engage in both formal and informal mentoring expressions. From discussing what they are learning throughout their internship, to walking around the apprenticeship square, to game nights, to informal lunches-both informal and formal mentoring expressions are valuable in constructing a "life on life" mentorship rhythm.
- Consistent communication with MTC coordinator that does not breach confidentiality.
- Participate in intern progress reviews at the discretion of MTC coordinator and/or development coordinator.
- MTC coordinator reserves the right to coordinate new mentoring relationships for interns if mentor fails to fulfill commitment to intern as a mentor, if parties discern a lack of organic connection in mentoring relationship, or other circumstances meriting a re-assessment of mentoring arises.

Who can be a mentor:

- Pastor
- MTC coordinator
- Venue champion
- Ministry leader
- Local elder
- Local trainers/equippers/teachers
- Local retired ministry leader
- Any actively engaged local leader who meets mentorship guidelines

Appendix B

Pastoral Resident Wrap-Around Support Network

The GCI Pastoral Resident Program uses a wrap-around support model, providing PRs with multiple layers and persons of support. The following chart provides guiding definition to the roles of key participants in the PR’s wrap-around support network. The MTC coordinator will provide coordination to contextualize each PR’s wrap-around support network. This chart is neither exhaustive nor prescriptive, but a framework to build clarity, focus, and efficacy around each participants role in the PR’s wrap-around support network.

Role	Program Participation Summary	Direct Pastoral Resident (PR) Support	Notes
MTC Coordinator	<ul style="list-style-type: none"> • Coordinate and oversee program implementation • Steward integrity of program 	<ul style="list-style-type: none"> • Direct supervisor • Coordinates program participation and progress • Participation in PR application, interview, review, assessment, and exit interview process 	
Lead Pastor	<ul style="list-style-type: none"> • Collaborate with MTC coordinator on MTC alignment and participation in life of local church • Pastoral leadership 	<ul style="list-style-type: none"> • PR’s pastor • Provides pastoral support (checks-in, leads church in welcoming, integrating, and supporting PRs, remains up to date with MTC coordinator, etc.) • Participation in PR application, interview, review, assessment, and exit interview process • In collaboration with MTC coordinator, provides opportunities for PR to see “behind the curtain” of pastoral ministry 	<ul style="list-style-type: none"> • Because PRs are apprenticing in pastoral leadership, lead pastors may provide opportunities specifically for PRs to observe and participate in pastoral leadership opportunities
Mentor	<ul style="list-style-type: none"> • Provides mentorship towards fulfillment of mentoring program requirement 	<ul style="list-style-type: none"> • Consistent life on life mentoring • Applies apprenticeship square process in hands-on mentoring in pastoral leadership 	<ul style="list-style-type: none"> • Experienced ministry leader, pastoral ministry experience preferred • Active participant in life of the local church • Organic relationship/synergy with resident
Coach	<ul style="list-style-type: none"> • Provides coaching towards fulfillment of program coaching requirement 	<ul style="list-style-type: none"> • Provides ministry coaching • Coaches through MAP • Meet 1x/month 	<ul style="list-style-type: none"> • GCI certified ministry coach • Assigned by GCI ministry coach coordinator • Serves in 1-year intervals

Avenue Champion	<ul style="list-style-type: none"> • Collaborates with MTC coordinator and lead pastor to facilitate hands-on learning in avenue towards fulfillment of program requirements 	<ul style="list-style-type: none"> • Facilitation and oversight of PR's hands-on learning in avenue; emphasis on PR apprenticing in the engage, equip, empower, and encourage process • Applies apprenticeship square process • Resource for PR's hands-on learning experience in avenue • Empowerment of PR apprenticing leadership in avenue 	<ul style="list-style-type: none"> • During their time in the program, PRs will identify a ministry avenue of focus. avenue champions may work more directly with PRs to apprentice PRs in leadership of an avenue. PRs may even serve as "assistant champions" of sorts if appropriate in the local context
Ministry Leader		<ul style="list-style-type: none"> • Applies apprenticeship square process in supporting PR's hands-on learning experience • Provide support for teams or projects PRs lead 	<ul style="list-style-type: none"> • Ministry leaders may work directly with PRs apprenticing and empowering them to take on active leadership within the avenue
Equippers Trainers Teachers	<ul style="list-style-type: none"> • MTC coordinator may schedule experienced equippers to provide training and other formalized training to PRs 	<ul style="list-style-type: none"> • Provide focused training to PRs 	
Church Members & Leaders	<ul style="list-style-type: none"> • This program provides opportunity for hands-on learning experiences within the life of the local church. Local church members and leaders are participants in and stewards of this life 	<ul style="list-style-type: none"> • Actively welcome and engage PRs in life of the church 	<ul style="list-style-type: none"> • Church members have a critical role to play in integrating PRs into the life of the local church as family members, not only trainees
Regional Director	<ul style="list-style-type: none"> • Provide regional support • Collaborate with MTC coordinator and lead pastor on regional alignment 	<ul style="list-style-type: none"> • Participate in PR application, interview, review, assessment, and exit interview process • Collaborate with MTC coordinator to provide information about opportunities to serve in GCI pastoral leadership post-PR program 	
Development Coordinator	<ul style="list-style-type: none"> • Provide denominational support • Collaborate with MTC leadership on program alignment • Provide direct support to MTC coordinator 	<ul style="list-style-type: none"> • Facilitate PR application, interview, review, assessment, and exit interview processes • Facilitate annual intern & PR gathering • Facilitate intern & PR cabin retreat every three years 	

Mentorship Guidelines

Ministry Mentors are positioned to be one of the most influential members of an PR's wrap-around support network. As such, recruitment and support of ministry mentors merits particular attention. The following guidelines are recommended for the recruitment and support of pastoral resident ministry mentors.

Mentor qualities:

- Experienced ministry leader, pastoral leadership experience preferred
- Healthy mentoring mindset and experience
- Comfort and competency with apprenticeship square process
- Active participation in the local church
- Sufficient availability for life on life mentoring
- Participation in mentor training or development opportunities provided by local church leaders

Mentoring Guidelines:

- MTC coordinator will coordinate the mentorship of PRs as a program requirement. That does not mean it cannot be organic! Be attentive to the development of organic mentoring relationships in the first weeks and months of an PR's residency. Engage in dialogue with the PR and church leaders to identify organic connections that can be nourished into dynamic mentorships.
- Ministry mentor should be identified within first 6 months of pastoral residency.
- Mentors should meet consistently with their PR mentee and develop a "life on life" mentorship rhythm; it is recommended that mentors maintain at minimum a weekly to bi-monthly rhythm of meeting.
- PR ministry mentors should have no more than 2-3 mentees total (whether other mentees are PRs or not).
- Mentors and mentees are encouraged to engage in both formal and informal mentoring expressions. From discussing what they are learning throughout their pastoral residency, to walking around the apprenticeship square, to game nights, to informal lunches-both informal and formal mentoring expressions are valuable in constructing a "life on life" mentorship rhythm.
- Consistent communication with MTC coordinator that does not breach confidentiality.
- Participate in PR progress reviews at the discretion of MTC coordinator and/or development coordinator.
- MTC coordinator reserves the right to coordinate new mentoring relationships for PR if mentor fails to fulfill commitment to intern as a mentor, if parties discern a lack of organic connection in mentoring relationship, or other circumstances meriting a re-assessment of mentoring arises.
- If PR completed an internship at the same MTC, team can assess appropriateness of continuing with intern ministry mentor or development of new pastoral ministry mentor.

Who can be a mentor:

- Pastor
- MTC coordinator
- Venue champion
- Ministry leader
- Local elder
- Local trainers/equippers/teachers
- Local retired ministry leader
- Any actively engaged local leader that meets mentorship guidelines

Appendix C

Intern and Pastoral Resident Program Implementation Assessment

The success of the GCI Ministry Intern and Pastoral Resident Programs will depend in part on the investment of the intern and resident and on the implementation of the program. Program implementation assessments will be used to provide insight for program leadership and consultation by identifying areas of strength and growth, measuring progress towards program goals, and discerning next growth steps. Program implementation will be assessed using the following methods:

1. Routine Meetings:

MTC coordinator and MTC leadership team participation in routine meetings with development coordinator will serve as informal opportunities for program implementation assessment

2. Monthly Reporting:

MTC coordinator will submit monthly reports to the development coordinator which will serve as consistent informal program implementation assessments

3. Annual Reporting:

Annual MTC reports will serve as formal assessments of the intern program and pastoral resident programs' implementation

4. Pastoral Resident and Intern Progress Assessments:

Data gained from interns and PR progress assessments will be used to provide insight on efficacy of program implementation

5. External Evaluation:

Every three years the development coordinator and superintendent will perform an evaluation on the implementation of the intern and pastoral resident programs