NEHEMIAH’S BRICKS AND MORTAR STORY: STRATEGY FOR A SUCCESSFUL BUILDING PROJECT

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NEHEMIAH’S BRICKS AND MORTAR STORY: STRATEGY FOR A SUCCESSFUL BUILDING PROJECT

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Nehemiah was given a task to rebuild the walls of Jerusalem. His leadership was effective, essential, strategic, and successful. Nehemiah’s methodology provides a perfect model for completing church construction projects. This thesis project will examine aspects of Nehemiah’s leadership and its effects on the various facets of construction. This project will review the theological, sociological, and philosophical views of Nehemiah, as well as the vision elements of a project, mobilization of workers, provision, and a structured guide for successfully completing the project. Research will be conducted on 100 church leaders, and congregations who have started a building project, completed a project, or experienced difficulties in the building process. The goal is to provide a practical blueprint for successful completion of church building projects.

Abstract length: 123 words.
DEDICATION

I am overwhelmed with gratitude as I think of the support of my husband and children. Raney, you stood with me through years of graduate and postgraduate studies. My Thesis Project was no small feat and my travels while completing the course work left a physical void. You cooked, cleaned, transported the children, worked, served our congregation, and prayed for me. For that, I am forever grateful! You were my sounding board, encourager, friend, husband, crisis manager, and prayer partner. I thank God that you never gave up on me and continued to tolerate all that came with an adult postgraduate student. I love you and thank God for a praying husband!

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CHAPTER I
INTRODUCTION

An examination of current material on church leadership related to building projects illuminates the absence of practical resources to assist leaders with a successful model in completing building projects. My biblical study of Nehemiah stems from the desire to address this problem.

Churches around the nation are spending millions of dollars annually on architectural plans that are never built. Rick Thurman of the Trinity Group has spent years researching church building projects and is a leading expert in the field. His research and experience have revealed startling statistics: the difficulty of church building projects continue to cause almost 20% of pastors to leave the church\(^1\); the average tenure for a pastor after a church building project is approximately twenty-two months\(^2\); and more than half of the churches in American spend millions of dollars annually on the design phase of a building project and have architectural designs that will never be built\(^3\). Three construction approaches were surveyed: design-bid-build, construction management, and design-build. As a result of the building project, 12.6% of pastors resigned and 34.2% contemplated resignation. It is worth mentioning that 11% of the projects researched had new pastors after the building project was completed.

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\(^3\) Ibid.
Statement of the Problem

The subject of leadership is extremely important in ministry and project management, but the term leadership is noticeably scant in the Bible. What the Bible does present are examples, principles, and precepts of biblical servants that are valuable and have been proven timeless. J. Oswald Sanders shares this sentiment in saying, "Given the importance of competent leaders in the church-and in business, we might expect that the Bible would use the term more often. In fact, the King James Bible uses the word leader only six times. Much more frequently, the role is called servant. We do not read about 'Moses, my leader,' but 'Moses, my servant.'". 4 John Borek, Danny Lovett, and Elmer Towns collaborated to form a theory that leadership is greatly needed in churches today and is paramount for success. They contend,

What is the greatest need in today's church? It is not more money, new buildings, bigger buildings, new workable methods, more workers, or any of the other 'things' we throw at the church's problems. The greatest need of the church is leadership...biblical leadership...effective leadership...spiritual leadership. The right type of leadership can solve the church's problems. The right leader can raise the needed money, build the necessary buildings, recruit willing workers, attract eager followers, and discover new methods to get the job done. Successful ministry rises and falls on leadership. 5

The purpose of this project is to examine the project management aspect of Nehemiah's leadership. The goal is to provide a practical blueprint and guide to successfully complete church building projects. This project reviews theological, sociological, and philosophical views of Nehemiah. In addition, it will review the vision elements of a project, mobilization of workers, provision for the project and a structured guide for successfully completing the project.

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The project will focus on the five reasons a leader need to be effective in project management as presented by Dr. Elmer Towns:

First, larger projects can be overwhelming to many followers. Leaders need to know how to break the project down into achievable tasks that will motivate rather than discourage workers. Second, larger projects require larger work teams who are dependent upon others to accomplish their work. Leaders need to schedule projects to ensure work is done in an orderly manner. Third, problems cry out for answers. Leaders need to know how to develop and implement significant projects that will answer big problems. Fourth, leaders need to know how to best manage limited resources to ensure a maximum return on the investment of time, skills, money and human resources used on a project. Fifth, no matter how well a project is planned, periodic adjustments need to be made as a project progresses. Leaders need to be able to identify what can be adjusted and how to make those adjustments to insure the project is completed.\(^6\)

**Statement of Limitations**

While this project was careful in its analysis and research, it is not void of limitations.

First, research was conducted on 100 church leaders and congregations who have started a building project, completed a project, or who are stagnated in the building process. As a result of time constraints, every aspect of project management was not considered. The research does not include specifics on managing resources such as people, equipment, or materials; project time as in task durations or management; money as it relates to costs and contingencies; and the project does not go in-depth with project sizes or goals.

Second, a practical blueprint and guide to successfully completing church building projects will be presented, but other areas of project management were not considered such as: feasibility studies, needs analysis, and vision evaluation. This thesis project does not guarantee success of a project, but provides evidence that prayer, proper leadership, and planning will increase the likelihood of success.

Third, this project is not a comprehensive "how-to" manual on church construction projects, but is a mere tool to illuminate the need for extensive preparation prior to engaging in the building process. The information and research will outline leadership skills and keys necessary to successfully lead and complete a building project, but the suggestions presented are meant to be implemented before the design and construction phase of the church project.

**Theoretical Basis for the Project**

The foundational basis for this thesis project is the Bible. The book of Nehemiah is used as a blueprint to outline Nehemiah's leadership model, examples of servant leadership, appropriate management of opposition, and task management in the completion of Jerusalem's wall. In addition to presenting supporting biblical references, this project will explore keys to successfully completing building projects by comparing and contrasting a plethora of resources and experts to the principles and managerial leadership illustrated by Nehemiah.

One of the greatest building projects in was so successful because it entrusted to a man of God with an exemplary prayer life. The first six chapters of Nehemiah provide a framework for completing assignments from God. Ten steps are presented: prayer, indicate the goal, visualize the project, motive the workers, delegate the work, overcome opposition, remove obstacles, end the oppression, stay on track, and finish strong.

Nehemiah provides a classic and practical model of managerial leadership in spite of obstacles and challenges. He led God's people in accomplishing the challenging goals set before them and his leadership style reaped the benefits of having the people commit to the vision and work. D. C. Martin described Nehemiah in a very favorable way. He asserts, "Nehemiah was
indeed an outstanding person. His theology was very practical; it affected every area of life. Note his prayers and how practical they were.\(^7\)

Nehemiah and his people were met with divisions, outside opposition, and discouragement. He was called by God and not only did he answer the call, but he listened to the voice of the people. In addition, Nehemiah cared for them; assessed the reality of the situation before them; sought God for direction throughout the vision; kept the vision in perspective and simple (rebuild the wall); gained the people's trust and continued to build and encourage the team; kept the purpose before the people; and was not discouraged by adversity.

Ted Engstrom describes Nehemiah as a model for all would-be leaders as he organized the whole nation and fulfilled his role as a leader. He writes,

> A striking example of strong leadership is Nehemiah, who along with Ezra and Zerubbabel was instrumental in rebuilding Jerusalem's temple and wall. Talk about organization! He possessed many qualities prerequisite for leadership excellence. His character was beyond reproach; he was a praying man; he displayed great courage in the face of much opposition; he had a deep concern for his people exhibited by his insight, tact, impartiality, and decisiveness. Furthermore, he did not shift responsibility given to him.\(^8\)

He goes on to say that Nehemiah's organizational ability, disclosed by his skillful strategy and detailed plans, is a challenge to every would-be leader.\(^9\) Nehemiah's administrative leadership model was proactive in that he influenced others; purposive as he helped people individually and collectively; and comprehensive in the way that his character and conduct impacted everyone around him. George Barna, a leading researcher focused on the intersection of faith and culture


\(^9\) Ibid.
expounds, "Great outcomes do not happen by chance. Inevitably, there is a sophisticated, intentional, and strategic process that propels organizations forward to success." Nehemiah's methodology and leadership style was essential in the success of restoring the ruins of Jerusalem. A practical implication of his various resources and strengths proved that effective leaders can motivate followers. Dr. Elmer Towns reflects, "Leadership motivates followers to accomplish a task which none could do. Nowhere in Scripture is this better portrayed than in the rebuilding of Jerusalem's walls in fifty-two days. Nehemiah modeled the principles of spiritual, project management (administrative), and visionary leadership necessary for effective project management." In order to test the hypothesis that some leadership styles increase the probability of a project’s success, we compared the responses of pastors who chose each of the leadership styles with those who did not.

Statement of Methodology

In order to present the absolute need of effective management to complete church building projects, the proposed design will explain the necessity of strong biblical leadership. This is accomplished by exploring and reviewing biblical passages of Nehemiah's model of management. Through the use of the Bible, commentaries, word studies, original language tools, and research, this project shall explore solutions to the following questions: How does a leader cast a vision to gain support for an important project; How is confidence gained when seeking to mobilize people for a unified project; What recourse should a leader take when being met with opposition and dissension within; How does a leader motivate the team to have a mind to work;


Where does a leader focus their attention when seeking to lead the team through a great endeavor with success; and how does a leader persevere to complete a large or small project successfully.

The study will reflect on the information researched from books, theses, scholarly articles, and leading experts in church construction projects to provide a solution to problems resulting from the lack of effective leadership. In addition to the questions mentioned above, this project will examine the Nehemiah model of leadership, the importance of motivation and administration, and the process of Nehemiah's success.

After these aspects have been examined, this thesis project will present keys that are important in project management, elements of building projects, and an effective strategy for mobilizing workers. The result will be a church building strategy that is easily implemented to complete building projects.

A survey study was conducted on 100 church leaders and congregations who have started or completed a building project. The results of the survey was compared and analyzed to identify common relationships of successful building projects and leadership traits.

**Literature Review**

In completing this thesis project, the author thoroughly reviewed a plethora of sources, The Holy Bible and multiple publications. To support this project, the author used the Bible, published books, scholarly articles, theses and internet sites. The following list and review are the sources utilized to complete this project.
Books

*Advanced Strategic Planning: A New Model for Church and Ministry Leaders*\(^\text{12}\) outlines fundamentals to training, consulting, and strategizing. This source was needed in getting key strategies for success in building projects. Aubrey Malphurs walks the reader through the process of nine ministry questions. He provides useful ideas for developing a strategy, outlines a practical guide to develop a ministry model, and offers a step-by-step planning process for vision and mission. These items were extremely helpful in designing the ten-step ministry blueprint for building.

*Nehemiah God's Builder illustrates* timeless principles of leadership.\(^\text{13}\) It provides detailed background information on the book of Nehemiah and applicable principles. Richard Seume tells the story of why God chose Nehemiah, he listed the qualities he possessed, and what leadership traits equipped him for the task.

*The Message of Nehemiah*\(^\text{14}\) documents rebuilding Jerusalem's walls in the face of great odds. Raymond Brown tells the story of how God's people were renewed in faith as they overcame national shame through Nehemiah's efforts. Vividly sketched is Nehemiah's historical and social setting. This book was helpful in the project because it had a striking relevance for today in the dominant themes of Nehemiah's experience of prayer and his example of leadership.

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*Portraits of Human Behavior and Performance: the Human Factor in Action*¹⁵ is a high-powered teaching tool was very helpful in helping the author understand the impact of human behavior on performance. It illuminates evidence that institutions and programs that fail are human failures. The outcome is workable solutions to different types of problems leaders face today.

Chandler explores a plethora of North America’s top church leaders in *Church Leadership: Conversations with Effective Practitioners*.¹⁶ It presents useful models of leadership and ministerial practices with interviews with Leith Anderson, Fred Craddock, David Chadwick, Steve Chang, Robert Cupp, Gary Harrell, Brian McLaren, Erwin McManus, Mickey Rapier, Bob Russell, Michael Slaughter, and Lance Watson.

*The Essential Engstrom: Proven Principles of Leadership*¹⁷ combines a compilation of wise lessons and stories on leadership success in business. Ted Engstrom's material is considered to be timeless in understanding what leadership is, strategies for effective planning, motivating, communicating, and cultivating habits of successful people in management.

*Team Leadership in Christian Ministry: Using Multiple Gifts to Build a Unified Vision*¹⁸ focuses on team leadership and management. In the model utilized, leadership is shared with fellow team leaders. Paul, Barnabas, and Jesus are used as examples. The ultimate goal is to

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provide illustrations and suggestions for servant leadership and examples of leader with and through others.

Dr. Getz refers to Nehemiah as one of the greatest crisis managers in history. *Nehemiah: Becoming a Disciplined Leader*\(^{19}\) chronicles the discipline of Nehemiah as he leaves his luxurious life in the royal court to take on the impossible task of rebuilding Jerusalem's walls. The story is a reminder of God's presence during difficult times.

*Servants of the Servant: a Biblical Theology of Leadership*\(^{20}\) identifies characteristics, traits, and examples of Old and New Testament patriarchs found in the Bible. Howell provides a profile that effectively shows multiple examples of God's process of choosing leader for His kingdom. Other important topics covered are the role of leadership, true biblical servant-leadership, and leadership lessons from the life of Christ.

*The Leadership Dynamic: a Biblical Model for Raising Effective Leaders*\(^{21}\) offer a Biblical model of leadership of sending godly, trained men into all areas of culture. Reeder and Gragg's methodology is based on leaders serving outside of the church. Key examples that are used throughout the book are Jesus and Paul. The authors use principles, personal illustration, and practical ideas to communicate their timeless model.

*Leading Change*\(^{22}\) outlines a comprehensive and practical approach to leading change. This author has written a business manual that is an eight-step process for managing change for

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positive results. Kotter outlines the process of achieving goals successfully. This practical resource is useful in learning how to approach challenging projects.

*Rebuilding God's People: An Ezra-Nehemiah Handbook for Leaders*\(^\text{23}\) provides an analysis of leadership qualities and strategies as present in the book of Nehemiah. It provides spiritual lessons from the life and experience of Nehemiah himself. The goal is clearly to outline the responsibilities, opportunities, and challenges faced by leaders in ministry today.

*Leadership: Theory and Practice*\(^\text{24}\) as indicated in the title, combine major theories and models of leadership styles. It provides foundational theories of leadership, practical exercises for easy implementation, and three case studies in each chapter. While it is an excellent research resource, it is an interactive tool that was very useful to the author.

*Spiritual Leadership: Principles of Excellence for Every Believer*\(^\text{25}\) presents a traditional teaching on the principles of leadership. J. Oswald Sanders provides principles from such leaders as David, Moses, Nehemiah, and Paul. He provides principles of management directly from the Scriptures and lays a foundation that godly attitude lies at the heart of Christian leadership.

*Hand Me Another Brick*\(^\text{26}\) is a literary classic on sound leadership and strength of character. Charles Swindoll brilliantly show how to overcome discouragement; handle money wisely;

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practice the art of insightful thinking; developing self-control; being aware of details without getting lost in them, and preparing for success.

*Biblical Models for Leadership*\(^{27}\) provides an extensive case study of biblical models for management. It provides lessons and guidance for contemporary leaders. The book outlines characteristics of twenty different types of leadership which provided detailed explanations of leadership styles shown in the project's research.

*Leadership in Christian Ministry: Using Multiple Gifts to Build a Unified Vision*\(^{28}\) provides valuable information on effective leadership. Dr. Gangel explores and present biblical foundations for team leadership model which is imperative in completing building projects. He utilizes the example of Paul gently nurturing young Christians as he made disciples. Ideally, Jesus is presented as the epitome of servant leadership.

**Scripture Passages**

The researcher used the following verses to show the leadership qualities of Nehemiah. They outline his traditional approach to leadership, management, planning, organizing, decision making, and communication.

Nehemiah 1:1-3 records how God had stirred His people's hearts before He moved on their behalf through Nehemiah. He knew that the city's walls were breached and the gates were burned. Verses 1-3 painted a wonderful word picture of Nehemiah's concern for the people and God's work and were the beginning of Nehemiah's assignment.

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Nehemiah 1:4–11 show Nehemiah's intercession and intention for God's work. One of the main elements of Nehemiah's success was prayer, and this passage was an example early in the book of Nehemiah. "And it came to pass, when I heard these words, that I sat down and wept, and mourned certain days, and fasted, and prayed before the God of heaven..." These verses record an intercessory prayer in which Nehemiah identifies with people rather than just pleading to God on their behalf. This characteristic of Nehemiah's leadership was essential in the success of rebuilding Jerusalem's walls.

Nehemiah 2:4 “Then the king said unto me, For what dost thou make request? So I prayed to the God of heaven.” This short verse shows how Nehemiah prayed to God. Prayer was a crucial aspect of his leadership. Nehemiah chapter 2 transitions into the construction phase of rebuilding.

Nehemiah 2:12b records the beginning of Nehemiah's investigation and inspection of the wall, “Neither told I any man what my God had put in my heart to do at Jerusalem.” This clause of the Scripture supports the fact that God calls leaders, and that leaders understand that leadership is a calling from God. Verse 2:12; "Then said I unto them, ye see the distress that we are in, how Jerusalem lie waste, and the gates thereof are burned with fire: come, and let us build up the wall of Jerusalem, that we be no more a reproach. Then I told them of the hand of my God that was good upon me; as also the king's words that he had spoken unto me. Moreover, they said, Let us rise and build. So they strengthened their hands for this good work..." These

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29 Nehemiah 1:4–11 (KJV)
30 Nehemiah 2:4 (KJV)
31 Nehemiah 2:12b (KJV)
32 Nehemiah 2:17, 20 (KJV)
three Scriptures shows how God listens to the voice of His people, cared for their situation, and Nehemiah identified with the people. Nehemiah joined in to share in the people's troubles.

Nehemiah chapters 4-6 records the conflict endured throughout building. Nehemiah and his team endured ridicule, plots, discouragement, fear, selfishness, compromise, slander, and threats.

Nehemiah 6:3; "And I sent messengers unto them, saying, I am doing a great work, so that I cannot come down: why should the work cease, whilst I leave it, and come down to you?" This verse supports the fact that Nehemiah knew he was doing and good work and refused to allow anything to discourage him from it or stop his progress.

Nehemiah 6:8-9; "Then I sent unto him, saying, There are no such things done as thou sayest, but thou feignest them out of thine own heart. For they all made us afraid, saying, Their hands shall be weakened from the work, that it be not done. Now, therefore, O God, strengthen my hands." These are two short Scriptures that showed Nehemiah's resilience.

Nehemiah 6:15, 16 are two verses that told the larger purpose of Nehemiah's vision needed to help the people reclaim their faith in God and proved the completing the wall in 52 days reaffirmed that it must have been God working in their midst. "So the wall was finished in the twenty and fifth day of the month Elul, in fifty and two days. Moreover, it came to pass that when all our enemies heard thereof, and all the heathen that were about us saw these things, they were much cast down in their own eyes: for they perceived that this work was wrought of our God."33 Nehemiah chapters 7-12 include the consecration of God's completed work.

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33 Nehemiah 6:15, 16 (KJV)
Nehemiah chapter 8 and 12:27 records the development of trust, team building, vision casting, talents of the people, how the talents were used, and the work were given assignments to work.

Nehemiah chapter 8 contains the vision for rebuilding Jerusalem's wall. The most important part of the vision was revealed, and it was not rebuilding the wall.

Mark 10:45 is a short verse that illuminates the method of leadership that Christ set as the ultimate example to follow. "For even the Son of man came not to be ministered unto, but to minister, and to give his life a ransom for many."³⁴

Dissertations and Theses

Academically, it is often helpful for an author to review the work of peers to review current research on areas of study. Some topics have a plethora of material available while others appear scant. A search for theses and dissertations written for Liberty University Baptist Theological Seminary on the topic of Nehemiah's leadership in building produced no results; however, broadening the search criteria yielded many interesting questions. Most results represented distinct degree specializations including topics such as Leadership Development, Leadership Attributes of Effective Ministers, Leadership and Administration, Nehemiah: An Interpretive Analysis of Leadership, and Organization Management and Leadership Practices. The most helpful theses were: The Nehemiah Project: Empowering Laity for Leadership Through Training; Nehemiah: An Interpretive Analysis of Leadership Development; and A Civic Vision: Nehemiah's Administrative Policies in Context.

A Civic Vision: Nehemiah's Administrative Policies in Context³⁵ centers on Nehemiah's civic ideals. Gerald Bilkes' work focuses on the methodological underpinnings of methods that

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³⁴ Mark 10:45 (KJV)
intertwine society, history, and ideology in leadership. Bilkes examines Nehemiah's tenure as governor of Yehud, his response to crisis, civic agenda, and Nehemiah's administrative policies.

*The Nehemiah Project: Empowering Laity for Leadership through Training* focuses on developing a leadership training model for laity in the church. Areas of study include: the social crisis of leadership, theory of share leadership in business and science, and Biblical perspectives on leadership.

Clifton Durante stresses the importance of believers becoming faithful servants of God. A *Biblical Model of Servant-Leadership for the Twenty-First Century Church from the Book of Nehemiah* explores Biblical principles of servant-hood from the book of Nehemiah. The goal is to identify principles from the Old Testament that can be applied to modern day believers.

David Lim provides an interpretive analysis of Nehemiah's leadership. *Nehemiah: An Interpretive Analysis of Leadership Development* include studies of themes, models, patterns, and lessons on Christian leadership development.

**Internet**

Http://traininginministry.com/books/equiping-for-leadership.html provides twelve lessons on effective leadership in the local church. The lessons are designed for personal study or can be used as a group.

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Daniels, Charlie “Budgets and Finance.” Churches by Daniels Construction. Accessed May 13, 2014. http://churchesbydaniels.com/budgets-and-finance\textsuperscript{40} is the website of Churches by Daniels. The company is a leading church construction company specializing in the design build process, church architecture, budgets and finance, and eliminating pitfalls in church building. This resource was very helpful in chapter four.


CHAPTER II

BIBLICAL PERSPECTIVES ON NEHEMIAH'S LEADERSHIP

Some people become leaders by opportunity and timing while others are appointed and called by God. Some leaders are born while others are made. Natural and spiritual leadership are two different things. When compared and contrasted, the difference is obvious. There are eight characteristics of each. Characteristics of natural leadership are: ambitious, creative, self-confidence, knowledge of staff, decision making ability, able to manage, seeks personal reward, and can work independently. The characteristics of spiritual leadership are: confidence in God, knowledge of God, seeks God's will, humble, follows God's Word, loves God and others, is amenable to God and depends on God. Spiritual leadership blends natural and spiritual qualities and gifts. Nehemiah was a combination of both natural and spiritual.

Don N. Howell defines biblical leadership in a comprehensive, yet simplistic way. He proposes, "Biblical leadership is taking the initiative to influence people to grow in holiness and to passionately promote the extension of God's kingdom in the world." He goes further to clarify the definition proactively, purposively, and comprehensively. Howell explains, "The godly leader is proactive in aspiring to decisively influence the character and life-direction of others; a godly leader is purposive in that they are people and kingdom oriented; and a godly leader is comprehensive in that virtues are nurtured, skills are honed, and opportunities for leadership are expanded." Nehemiah is known as one of the most influential leaders in the Bible and was a successful builder and leader.

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2 Ibid.
He was born in exile and not much is mentioned about his upbringing, childhood, or family. Chapter one of the book of Nehemiah records the name of his father as Hacaliah and his brother Hannai. Nehemiah is thought to be a eunuch because not only is the name of his mother not mentioned, but no record of a wife is noted. As a young man, he held the prestigious position as the cupbearer to the Persian king, Artaxerxes, before he was governor of Judah. The cupbearer was an assignment and job of utmost importance. There were various duties and responsibilities including assuring the wine served in the royal court was not poisoned. This task required tasting and to be selected for such a position, Nehemiah transitioned from concern for the King to concern for God's people upon learning of Jerusalem's broken walls. Nehemiah had to have impeccable character. Reflecting on Nehemiah's life, H. A. Ironside finds,

> In the twentieth year of Artaxerxes, Nehemiah was in deep exercise of soul concerning the condition of the re-gathered remnant. Nehemiah means comfort or consolation of Jehovah, and he is one whose name expresses his character, as is so often the case in Scripture, when names were not given by any means as carelessly as now. Like Paul, he was to comfort others with the comfort wherewith he himself was comforted of God. This is a weighty principle in God's ways with His servants.

God called Nehemiah to repair the physical breach. The importance of his task was indisputable, yet his leadership principles render a useful model for contemporary ministers. Nehemiah begins and concludes his assignment from God with prayer. Not only did Nehemiah pray, but he did as Isaiah 28:16 directs. He waited for God's time to approach the king and did not act or move hastily. Dr. Vernon Whaley provides a testimony of Nehemiah's leadership and a brief overview of his journey,

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3 2 Corinthians 1:4 (KJV)


5 Isaiah 28:16 (KJV)
After inspecting the walls upon his arrival, he realized that their repair was to be his prime task, in order to guarantee the security of the city and also to provide a focal point for the Jewish community scattered throughout Judah. That he was able to marshal support for this project and to complete it attests to his skills in management and administration. He also had a strong personal faith, as his prayers and conviction of divine guidance and help attest. He had to overcome hostility and intimidation from powerful neighboring authorities in Samaria, Ammon, and Arabia. He also required economic justice.6

Nehemiah was a man of character, persistence, and prayer. He was brilliant motivator, organizer, and planner. The axis upon which Nehemiah's physical work was done manifested religious reform and spiritual awakening for Jerusalem. Considering the challenges of church building projects, a successful model to follow would be helpful. Just as Nehemiah had a spiritual assignment from God, church leaders today are faced with some of the same challenges. Richard Clancy shared insight after years of experience, "Technically, building a church is commercial construction, but the "enemy" Jesus warned about in John 10:10 hardly sees it that way.7 Church building is a very spiritual process, and the gates of hell will attempt to come against it."8 There is a need for Nehemiah's leadership model when planning and launching a church building project.

**The Need for Nehemiah's Model**

The book of Nehemiah renders principles and implications of leadership that are valuable to contemporary ministry. While Nehemiah offered service and compassion, the church or societal leadership did not share the same allegiance. The style of Nehemiah's leadership was impacted by the process of his preparation. When it comes to leadership in the Bible, Nehemiah stood out

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7 John 10:10 (KJV)

in the mind of Warren Wiersbe. Wiersbe echoes that assignments today are no easier than they were for Nehemiah,

We are not called to govern, as he did, with an iron hand, but we ought to be equally inflexible, decided, and resolute for God, and for His holy will. In other words, God calls us to Be Determined! God’s work has never been easy, and in these last days it is getting more and more difficult to serve. The enemy is hurling his ammunition at us as never before and is setting his subtle traps where we least expect them. But the same great God who enabled Nehemiah to finish building the walls of Jerusalem will enable us to finish our course with joy and accomplish the work He has called us to do. There is no reason to quit or even to despair!⁹

While Nehemiah prayed, he prepared and determined what would be needed to rebuild Jerusalem. Considering the archaeological background of Nehemiah, Edwin M. Yamauchi, shares, “The Book of Nehemiah provides a great illustration of how prayer and hard work can accomplish seemingly impossible things when a person determines to trust and obey God.”¹⁰

Strategic planning was Nehemiah's first step in repairing the wall after he prayed. After his survey, Nehemiah planned his travels around Zion's wall. Richard H. Seume thought that it was crucial that Nehemiah's construction work would begin at the beginning of Jesus’ physical journey to the cross.

Valuable lessons in chapters two and three necessitate a didactic look. Nehemiah chapter two verses seventeen and eighteen records Nehemiah's stirring call to action in saying, "let us build up the wall of Jerusalem”¹¹ and collectively the people responded, "Let us rise up and build”¹².

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¹¹ Nehemiah 2:17 (KJV)

¹² Nehemiah 2:18 (KJV)
God highlighted a strategic framework by which Nehemiah led God's people to rebuild the city wall and gates.

**Nehemiah's Strategy for Repair**

The first strategy Nehemiah employed was to go in an orderly fashion. The walls were rebuilt in a counter clockwise sequential order, but Nehemiah chapter three highlights a second strategy. Nehemiah positioned the workers in proximity of their homes. This battle strategy was a gift from God and three factors stood out: (1) A reliable communication system; (2) A commitment to work together as a team; and (3) An ability to handle opposition.

Nehemiah chapter three is instructive as it provides principles of cooperation, lessons for individual believers, lessons for Christian families, and encouragements for building, repairing and strengthening. The chapter puts particular emphasis on responsibility: ten gates are mentioned, whereas there were twelve. First, the observation that everyone worked is helpful. Dr. David Jeremiah recognized the significance of how the gates were repaired as he referred to Nehemiah's strategy as significant in identifying work areas assigned to different groups. He reflects,

> The wall surrounding Jerusalem protected the city while the gates kept the city open. The wall around Jerusalem included at least ten gates that needed attention during the construction under Nehemiah. They were also significant reference points that identified work areas assigned to different groups. While some gates only needed repair, others needed complete reconstruction. Those that needed replacement were the Old Gate Sheep Gate Fish Gate Valley Gate Fountain Gate and Refuse Gate the gates that needed renovation were the East Gate Horse Gate Water Gate and Miphhkad Gate.¹³

While only ten gates are mentioned in Nehemiah chapter three, twelve gates surrounded Jerusalem. H. A. Ironside note the other two gates which are found in chapters eight and twelve,

Jerusalem in Nehemiah’s day seems to have had twelve gates also, though only ten are mentioned in this chapter; but in chapter 8:16 we read of “the gate of Ephraim,” and in 12:39 of “the prison gate.” The ten mentioned in the present portion remind us of the number that, it has well been said, sets forth responsibility towards God and man, of which the ten words in the law were the measure; while the twelve of the heavenly city (and note how many twelves there are in Rev. 21), as some have suggested, would set forth perfect administration, or governmental completeness, only to be known in the day that the kings of the earth bring the glory and the honor of the nations unto it.  

Figure 1 provides a map of a model of Jerusalem City.

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**Figure 1: Jerusalem in the Time of Nehemiah**

This image was purchased by the author from http://www.dreamstime.com/stock-photography-model-jerusalem-city-image5987912 and is reproduced here with a royalty free license.

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Edwin Yamauchi shares his delight in Nehemiah's example as a leader,

Nehemiah provides a great illustration of how prayer and hard work can accomplish seemingly impossible things when a person determines to trust and obey God. As a leader Nehemiah was a man of prayer, action, compassion, cooperation, responsibility, and vision. He triumphed over opposition with proper motivation.\textsuperscript{15}

Prayer, action, compassion, cooperation, responsibility, and vision are all are vital character traits for success as a leader. As a builder Nehemiah faced tough obstacles during his assignment as a trilogy of grave spiritual problems continued to confront Israel during the Babylonian captivity.

The first was the sin of materialism. The Israelites became relaxed in the things of God and as a result the rebuilding of the temple was neglected. They began to withhold their tithes, offerings, and they failed to keep the Sabbath. Second, the sense of vision for the larger mission and assignment from God was lost. Finally, Israel was plagued with a lack of spiritual leadership. Nehemiah warned the Israelites of leaders who had problems with stewardship. These leaders had problems with leading people toward an inward-focused, self-serving religion.\textsuperscript{16} Nehemiah's leadership was needed to rebuild Jerusalem. His leadership style consisted of seven traits: Leadership of Prayer; Leadership of Vision; Self-sacrificing Leadership; Bold Leadership; Delegating Leadership; Open Minded Leadership; and Communicating Leadership.

Nehemiah seized the moment with the King, even though he was potentially putting his life in jeopardy. Rodney C. James, a business manager and director of finance for churches by Daniels provided a view of contextualization that is seldom discussed when constructing a church. He served in ministry for twenty-five years as both executive and senior pastor. He pioneered three


\textsuperscript{16} Nehemiah 13:1-11 (KJV)
building projects while in ministry and even served as General Contractor for one. After completing his last building project at Sequoyah Hills Baptist Church, God changed his direction. His assignment now is helping pastors and churches all over the United States build facilities. He believes in Nehemiah's model for building and encourages pastors to read the entire book of Nehemiah before beginning a construction project. He shares the sentiments that leadership in the church building project may have a direct impact on its success. James expounds,

The most successful projects are those which are Pastor led. Success is defined as the following: projects that are completed, on time, and on budget. In addition, these projects do not cause damage to relationships, church division, church members or pastors to leave.¹⁷

Pastor led means that the pastor provides the vision, motivation, and direction for the project. When those items are left to other staff members or committees, the project will struggle; some, more than others. The congregation needs to see their leader – leading the way. Nehemiah was a great example. On the other hand, pastors are not usually called to build buildings, they are called to do ministry. Nehemiah is a perfect example of how one person empowered by God can make a difference.

The goal of this empirical analysis was to reveal the determinants of a project’s success or failure; that is to figure out why some projects run smoothly, while others cause some problems. Possible determinants include design and construction approaches, ultimate decision-makers and leadership styles. Several hypotheses were formulated and tested. The ultimate goal was to produce a blueprint to successfully complete a church building project. Through the review of

¹⁷ Rodney James, emailed to author., U.S., August 29, 2013.
the literature and consultation with experts, the survey explored the relationship of leadership styles to four research questions.
CHAPTER III
RESEARCH FINDINGS

This study assumes that biblical models of leadership are utilized during church building projects. Nehemiah’s model of leading through spiritual project management and administration, enhances, promotes, and increases the likelihood of success. Table 3.2 exhibits an itemized list of projects surveyed. They consisted of new construction, facility expansions, small additions, and improvements of existing facilities. The ultimate goal of this initial research was to develop elements and characteristics of successful leadership in church building projects.

A personal and professional interest in this study was developed from a combination of ministry and professional experiences. As a young Christian leader, the researcher was involved in planning and building a new church edifice. While many building enhancements and renovations were completed before, a new church building was a new experience for the ministry and congregation. Blueprints were designed and drawn and the capital campaign commenced to obtain the necessary capital. The construction project was not only incomplete, but never started. Twenty-eight years later, the African Methodist Episcopal church that formed and shaped the researcher’s worldview has a set of professional architectural blueprints and is schedule to break ground on a new construction project in early 2014.

Once married and ready to start a family, the researcher joined Greater King Solomon Family Worship Center. This new and growing ministry started in a renovated 1,200 square feet building. In five short years, the pastor, assistant pastor, and researcher was at the helm of a 5,200 square feet new construction church building project. Pastor Ennis Antoine, Sr. shared his vision from God with the congregation of Greater King Solomon. Through a diligent prayer life and a few willing workers, the construction project was successfully completed and is still
servicing the body of Christ. Through Nehemiah's model of a vision from God, prayer, managing opposition, and leading through serving, God completed a construction project with little financial resources and a few people.

Currently, God has yet another vision and building assignment. New Life Family Worship Center was birthed in January 2009, led by Pastor M. Raney Antoine, Sr. The master plan of the ministry's campus spans over one-hundred acres. The plan is to accommodate a variety of functions, services, and activities to provide a variety of indoor and outdoor events. With ample parking and a state-of-the art facility, the project is designed as a centralized place to reach out to the community. The research, lessons learned, and ten-step ministry blueprint for building will all aid in successfully completing the one-hundred acre vision.

A survey study was conducted on 100 church leaders and congregations who have started or completed a building project. The results of the survey was compared and analyzed to identify common relationships of successful building projects and leadership traits. 29 states are represented in the research and the illustration below depicts inclusion of all four regions of the United States. See figure 2. These results will be presented as a strategic plan and will conclude with a blueprint that is easy to implement utilizing Nehemiah's leadership model to successfully complete church building projects.
Chi-square statistical test was the method used to predict an effect between the nominal variables observed. This method is used to test statistical hypothesis when the variables are qualitative and it is the research project's preferred statistical test. Chi-square is used to compare observed data with data expected from the project's hypothesis.

Chi-square is a measure of interdependence between multiple or two variables. The larger the variable, the more likely they are to be interrelated. There are no certain limits on variables, so the p-value must be considered. The P-value represents the probability that the variables are independent. If the p-value is less than 0.1, then the hypothesis of independence is rejected. It is then said that they are interrelated at 10% significance level. The research study utilized this stand significance level statistics to analyze the results. The figures in the table 1 below shed light on the success rates of all projects from the research sample. Four questions were used to
measure success: (1) Was the building project successfully completed; (2) Did the building project run over the proposed budget; (3) Did the building project cause division in the church or member to leave; and (4) Did the building project cause the Pastor to contemplate resignation?

These four questions were cross-tabulated with leadership styles and decision making preferences to measure the interrelationship of each. The biblical leadership profiles represented are: visionary, administrative or project management, pragmatic, spiritual, servant, decision-making, strategic, charismatic, people management, equipped, growing, mentoring, transitional, self-correcting, confrontational, and subordinate.

<table>
<thead>
<tr>
<th>Questions Studied</th>
<th>Yes</th>
<th>No</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Was project completed?</td>
<td>82.3%</td>
<td>16.7%</td>
<td>1% was halted</td>
</tr>
<tr>
<td>Did the project run over budget?</td>
<td>29.1%</td>
<td>64.1%</td>
<td>6.8% not sure</td>
</tr>
<tr>
<td>Did the project cause division or members to leave?</td>
<td>20.4%</td>
<td>79.6%</td>
<td>-</td>
</tr>
<tr>
<td>Did the project cause the pastor to resign or contemplate resignation?</td>
<td>11.6%</td>
<td>88.4%</td>
<td>-</td>
</tr>
</tbody>
</table>

**Data Collection**

The main research instrument that was used for this thesis project was the Church Building Project Survey. The instrument was developed by asking one hundred pastors to complete an anonymous survey of eighteen questions related to their ministry's building projects ranging from under 10,000 square feet to over 25,000 square feet. See table 2. The survey was developed through a review of existing literature and consultation with experienced church building consultants. Nehemiah's leadership styles was compared and contrasted to the survey results as it related to leadership throughout the project. To further strengthen the validity and reliability of the research instrument, the survey was sent electronically and anonymously
through the research suite of the leading global supplier of enterprise data collection and analysis in the country. Several issues in church building surfaced after analyzing the survey data.

Table 2: Size of Projects Surveyed

<table>
<thead>
<tr>
<th>Size of Projects</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 10,000 square feet</td>
<td>22.86%</td>
</tr>
<tr>
<td>10,000 to 25,000 square feet</td>
<td>41.90%</td>
</tr>
<tr>
<td>Over 25,000 square feet</td>
<td>35.24%</td>
</tr>
</tbody>
</table>

Of the pastors surveyed, visionary and administrative leadership styles were the top two and spiritual came in fourth after pragmatic. 26% of the pastor led their building project through visionary leadership, 23.1% administrative, 22.1% pragmatic, and 20.2% spiritual. See figure 3 for full results of leadership styles represented.

Figure 3: Comparison of Leadership Styles

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Data Analysis: Four Questions Measuring Success

In order to test the hypothesis that some leadership styles increase the probability of a project’s success, we compared the responses of pastors who chose each of the leadership styles with those who did not. Visionary, administrative and pragmatics are the most frequently In the case of pragmatic leadership are the most frequently mentioned leadership styles. Dr. Elmer Towns views administrative leadership and project management skills as vital for organization, implementation, and evaluation of various church campaigns. A portion of the research focused on leadership styles and their relationship to aspects of church building projects. See table 3 for specifics. While the person or group making decisions did not have a significant influence on the success of the project, the results showed a significant relationship to whether the project went over budget.

Some leadership styles appeared to influence the probability of exceeding the proposed budget, the division in the church or instances of pastor resignation. 52% of projects ran over the proposed budget, which is significantly higher (at 10% significance level) than in the case of other leadership styles (23%). The majority of projects managed by strategic, spiritual and visionary leaders do not exceed the proposed budget. 50% of projects led by confrontational and subordinate leaders cause both division in the church, and church members to leave. Servant and visionary leadership styles are associated neither with projects that cause division in the church. These leadership styles did not cause members to leave as 95% of servant leaders and 93% of visionary leaders answered 'No, it did not cause either'. Confrontational and subordinate leadership also increases the probability of the Pastor resignation up to 50% (while the overall rate of resignation caused by the stress of the project is less than 9%).
The first question reflects successful completion of the church building project. Overall, eighty-three percent of the church building projects were completed successfully. The research supported that the design and construction approach had a significant bearing on the project's success rate. Based on the chi-square statistics, a relationship was established between the design and construction approach. The successful completion of the church building project is significant at 10%; in particular, competitive bid approach (design-bid-build) leads to a higher percentage of in-completed construction (35.7%) than other approaches. See figure 4.

Table 3: Leadership Styles Represented in Research

<table>
<thead>
<tr>
<th>Leadership Style</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visionary</td>
<td>26.0%</td>
</tr>
<tr>
<td>Administrative</td>
<td>23.1%</td>
</tr>
<tr>
<td>Pragmatic</td>
<td>22.1%</td>
</tr>
<tr>
<td>Spiritual</td>
<td>20.2%</td>
</tr>
<tr>
<td>Servant</td>
<td>18.3%</td>
</tr>
<tr>
<td>Decision-Making</td>
<td>16.3%</td>
</tr>
<tr>
<td>Strategic</td>
<td>14.4%</td>
</tr>
<tr>
<td>Charismatic</td>
<td>12.5%</td>
</tr>
<tr>
<td>People Management</td>
<td>7.7%</td>
</tr>
<tr>
<td>Equipped</td>
<td>5.8%</td>
</tr>
<tr>
<td>Growing</td>
<td>5.8%</td>
</tr>
<tr>
<td>Mentoring</td>
<td>4.8%</td>
</tr>
<tr>
<td>Transitional</td>
<td>2.9%</td>
</tr>
<tr>
<td>Self-correcting</td>
<td>2.9%</td>
</tr>
<tr>
<td>Confrontational</td>
<td>1.9%</td>
</tr>
<tr>
<td>Subordinate</td>
<td>1.9%</td>
</tr>
</tbody>
</table>
The construction approach did not have a significant effect on the budget of the project. Based on the chi-square statistics, the relationship between the design and construction approach and whether the project runs over the proposed budget is insignificant at 10% significance level. So whether a project runs over the proposed budget is independent of the design and construction approach. See Table 4 for results.
The second question reflects on projects that ran over the proposed budget. Surprisingly, the leadership style had a significant effect on the church building project. Some leadership styles appeared to influence the probability of exceeding the proposed budget, the division in the church or Pastor resignation. In the case of pragmatic leadership, 52% of projects ran over the proposed budget, which is significantly higher (at 10% significance level) than in the case of other leadership styles (23%). The majority of projects managed by strategic, spiritual and visionary leaders did not exceed the proposed budget. Projects led by confrontational and subordinate leaders caused both division in the church and members to leave by 50%. Servant and visionary leadership styles are associated neither with projects that cause division in the church, nor with projects did causing church members to leave do (95% of Servant leaders and 93% of visionary leaders answer “No, it did not cause either” Confrontational and subordinate leadership also increases the probability of the Pastor resignation up to 50% (while the overall rate of resignation caused by the stress of the project is less than 9%).

### Table 4: Construction Approach and Effect on Budget

<table>
<thead>
<tr>
<th>Did your church building project run over the proposed budget?</th>
<th>Which design and construction approach did the church use for the building project?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Design-Bid-Build: 29%</td>
</tr>
<tr>
<td>No</td>
<td>Design-Bid-Build: 64.5%</td>
</tr>
<tr>
<td>Other</td>
<td>Design-Bid-Build: 6.5%</td>
</tr>
</tbody>
</table>
A thorough presentation of the results can be found in table 5. For the ease of reading, the tables are divided into pragmatic, strategic and confrontational leadership. Table 6 present administrative, subordinate, and spiritual, servant, and visionary leadership.

Table 5: Leadership Styles and Overall Effect on Project (Pragmatic, Strategic, Confrontational)

<table>
<thead>
<tr>
<th>Project successfully completed?</th>
<th>Pragmatic</th>
<th>Strategic</th>
<th>Confrontational</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>91</td>
<td>86</td>
<td>100</td>
</tr>
<tr>
<td>No</td>
<td>9</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td>Project was halted</td>
<td>0</td>
<td>7</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Over budget?</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>52</td>
<td>7</td>
<td>50</td>
</tr>
<tr>
<td>No</td>
<td>43</td>
<td>87</td>
<td>50</td>
</tr>
<tr>
<td>Other</td>
<td>4</td>
<td>7</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Division in the church or members to leave?</th>
<th>Pragmatic</th>
<th>Strategic</th>
<th>Confrontational</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, it caused division and members to leave</td>
<td>13</td>
<td>13</td>
<td>0</td>
</tr>
<tr>
<td>No, it did not cause either</td>
<td>13</td>
<td>0</td>
<td>50</td>
</tr>
<tr>
<td>74</td>
<td>87</td>
<td>50</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Resignation</th>
<th>Pragmatic</th>
<th>Strategic</th>
<th>Confrontational</th>
</tr>
</thead>
<tbody>
<tr>
<td>I resigned</td>
<td>0</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td>The stress of the project caused me to contemplate resigning</td>
<td>9</td>
<td>7</td>
<td>50</td>
</tr>
<tr>
<td>No</td>
<td>91</td>
<td>87</td>
<td>50</td>
</tr>
</tbody>
</table>
Pragmatic leadership deal with challenges in a practical and straightforward manner. Pragmatic leaders are strong in honesty, integrity, fairness, and transparency. Towns reference six weaknesses in this type of leadership: may feel boxed in by existing policies and procedures; they are so project oriented that there is a failure in recognizing value; commitment to the process of organization may be frustrating; the task of maintaining an existing ministry that lacks a challenge may prove to be difficult; and the leader may be inclined to force previous solutions on new problems. As a result of the practical and straightforward nature of this type of leadership, building projects were more likely to build within the proposed budget and experienced a high rate of completing the church's building project. The strengths of pragmatic leadership are: the gift of exhortation or serving; the law of motivation; the law of accountability; the law of problem solving; and the tendency to be choleric in temperament.

Strategic leadership is future focused and leads from a strategic strategy. The strength of this style of leader is leadership through long range planning. In *Biblical Models for Leadership*, Dr. Towns outlined the strengths strategic leadership:

"The strengths of strategic leadership are the gift of administration; the law of problem solving; the law of accountability; and the melancholy nature of the leader's temperament. Some of the weaknesses noted were: overconfident in own abilities over God's; lack of flexibility towards change; failure to recognize weaknesses in established plan; the leader's reluctance to take advice from others."

The research showed in spite of the strategic leader's weaknesses, the building projects were less likely to go over the proposed budget, but this leadership style was more likely to complete the project.

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Confrontational leaders approach opposition and problems as opportunities for victory. Challenges tend to fuel this type of leader. *Biblical Models for Leadership* establish the strengths of confrontational leaders as "prophecy, problem solving skills, and the tendency to have a choleric type of temperament."\(^3\) The authors go further to outline the weaknesses as the following: "the leader stands alone in culture; the tendency of resistance from followers; failure to realize the severity of taking on large problems; difficulty adjusting to ultimate victory; and the tendency to be challenged to go beyond problem solving."\(^4\) Research results showed that confrontational leaders caused division in the church and members left. These types of leaders also had a 100% completion rate in the church building projects.

\(^3\) Ibid, 75.

\(^4\) Ibid.
The third question cross tabulates division in the church and leadership styles. The findings of the research showed when the congregation made the decisions, 30% experienced division in the church. While the person responsible for the project does not influence success, the decision-maker influences whether the project ran over the proposed budget. For instance, when the pastor is the decision-maker, 40% of projects run over the budget, while when the congregation is in charge of the project, only 10% of projects exceed the proposed budget.
It appears that administrative leadership was the backbone of Nehemiah in completing the rebuilding of Jerusalem's walls in fifty-two days. This type of organization is known for utilizing the strengths and gifts of others. It is a standard style and motivates unity to accomplish a task together. The strengths of this type of leader are: the gift of administration; utilization of the law of rewards and accountability; and the tendency to have a choleric temperament. The weaknesses observed are: the potential to be called to lead when things start to fall apart; leading those who lack the gift of administrations which leads to resentment; difficulty in working with creative people who resent traditional leadership; difficulty leading people in panic mode; and
the tendency to take on projects beyond the leader's ability. The research showed that administrative leadership models experienced a high success rate of completing the church projects. In addition, this leadership style influenced the probability of exceeding the proposed budget. While the research results showed the potential of administrative leadership experiencing almost 39% of division and church members leaving, Nehemiah had quite the opposite result. In addition to being an administrative, and spiritual leader, Nehemiah exhibited seven essential traits of successful leaders: leadership of vision; leadership of prayer; self-sacrificing leadership; bold leadership; delegating leadership; open minded leadership and communicating leadership.

Subordinate leadership is known as leading from a middle management level. Middle managers usually lead effectively through influencing their superiors. Dr. Elmer Towns reflects on the strengths and weaknesses of subordinate leadership:

The strengths of this organization style are: using the gift of ministry to help others expand their influence; utilization of the law of communication and accountability; and the potential for phlegmatic temperament. The weaknesses of subordinate leadership are: the potential of small differences to grow into a source of conflict; the temptation of leaving the organization and building their own organization with loyal followers; the potential of becoming blindly loyal; the temptation of undermining the influence of other subordinate leaders to rise to a higher position of influence; the potential to blame failures on those they lead; and the urge to take credit for decisions made by superiors.\footnote{Elmer Towns, \textit{Biblical Models for Leadership: Online Edition}. Edited by Maureen Staudt and Michael Stranz. (Mason, OH: Cengage Learning, 2011), 125-130.}

The research showed that subordinate leadership caused division and members to leave. An increase in the probability of the pastor resignation was evident. See table 9.

Spiritual leadership focuses on leading people into a deeper relationship with God. Dr. Towns mentions 6 challenges and five strengths for spiritual leadership. He shares,
Spiritual leaders experience the following challenges: culture continue to cause Christians to minimize the importance of the inner life; the ability to demonstrate practical application of the principles of the deeper life; the potential of becoming sidetracked by the pressures and responsibilities of ministry; the spiritual forces that work to discourage spiritual growth; and the potential of prosperity discouraging the interest in spiritual things. The strengths of spiritual leadership are: the gift of teaching; the gift of exhortation; the law of dreams; the law of accountability; and the tendency to be melancholy in temperament. The results of the survey showed that spiritual leadership was successful in completing the project and did not indicate the potential of exceeding the proposed budget.

*Biblical Models for Leadership* describes servant leadership as leading people through shepherding. The leader is described as one that identifies the needs of others and minister to them. The book explains,

The weaknesses of servant leadership are: excessive busyness; the servant leader is always in demand; the demand of excessive time; the potential to assume a personal burden for the welfare of those served; excessively giving of themselves; the lack of emotional support; and the potential of abuse by those who require extreme demands. The strengths of servant leaders are: their gift of showing mercy; the gift of shepherding; the gift of ministry; the law of problem solving; and the tendency to be sanguine in temperament. Servant leadership experience success in completing the church building project and did not cause division or members to leave.\(^5\)

Visionary leaders lead through strategic planning. The leader defines the tasks and develops effective strategies to accomplish the vision. Dr. Towns illuminates problems that visionary leaders face:

Visionary leaders have the tendency to take on tasks beyond their capability; the propensity to dream dreams that seem impossible; the tendency to work in a resistant culture; to potential to stand alone in optimism; the tendency to attract a following of uncontrolled dreamers; the tendency to see answers before others understand the problem; and the potential to be slightly ahead of their time. The strengths of this leadership model are: the gift of evangelism; the law of dreams; and the potential to be sanguine or phlegmatic in temperament.\(^7\)

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\(^5\) Ibid, 137-141.

\(^7\) Ibid, 156.
The research showed that visionary leaders did not have the tendency to exceed the budget and did not cause division or members to leave. It was the most common leadership style represented in the church building project survey.

It is interesting to note that Nehemiah was an administrative leader and while he was able to bring unity during the building project, administrative leaders in the study experienced 29% of division in the congregation and church members left. Confrontational leadership experienced the highest percentage of division, 50%. Servant and visionary leadership only experienced 7% division. It is also worth noting that of the 100 church building projects surveyed, less than 1% failed to share the vision with the congregation. For more information on division in the church and leadership style see tables 6 and 7.

The forth question cross tabulated the design and construction approach with division in the church. Based on the chi-square statistics, the relationship between the design and construction approach and the division in the church is insignificant. So whether a project causes division in the church, or members to leave is independent of the design and construction approach. For division in the church and construction approaches see table 8.

Design-Build approach was the most represented construction approach in the research. Cavuoto adds support in saying that the design/build method is becoming more popular for church facilities and construction,

The design/build construction method is a process by which a church contracts directly with one entity to provide both the design and the completed construction product. The architect is the designer and contractor or construction manager. The subcontractors are the builders. A spin-off arrangement of this method involves the architect and builder working for a third-party developer who holds the contract to complete the facility. If a church chooses to use this process, selection of the design/build team should be based on objective criteria that evaluates the qualifications and competence of the team—not price. Fee budgets are then negotiated with the best qualified team. The design/build method is becoming
more popular for church facilities construction. In the traditional method, the architect is selected. Then design and contract documents are produced and released for either public or private selected bidding by independent contractors. Construction is awarded to the lowest responsible bidder.8

Table 8: Division in the Church

<table>
<thead>
<tr>
<th>Did the church building project cause division in the church, or members to leave?</th>
<th>Design-Bid-Build</th>
<th>Construction Management</th>
<th>Design-Build</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>19.4%</td>
<td>21.4%</td>
<td>23.3%</td>
<td>7.1%</td>
</tr>
<tr>
<td>No</td>
<td>80.6%</td>
<td>71.4%</td>
<td>76.7%</td>
<td>92.9%</td>
</tr>
</tbody>
</table>

In addition to division, church leaders experienced problems with community support.

Nehemiah 3:1-32 explains how Nehemiah was able to gather widespread community support for the project.9 According to the Church Building Project Survey, 17% experienced opposition of some kind by the community.

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9 Nehemiah 3:1-32 (KJV)
The leaders lacking community support in the research cited the following problems: some of the residents in the community were opposed to building a church in a residential subdivision; resentment from the local construction and building community ensued when an out of state contractor was hired; neighbors complained about the church building blocking the sky view in the community, and one neighbor did not support the building project simply because he did not like the church. Of the pastors surveyed, visionary and administrative leadership styles were the top two and spiritual came in fourth after pragmatic. 26% of the pastor led their building project through visionary leadership, 23.1% administrative, 22.1% pragmatic, and 20.2% spiritual. See figure 3 for full results of leadership styles represented.

More serious problems were illuminated in the research as it related to community support. Twenty-two percent of the projects had problems with the local or state government, i.e. building codes and permitting. Twenty specific building code problems are expressed in table 9:
### Table 9: Building Code Problems

<table>
<thead>
<tr>
<th>Building Code Problems</th>
<th>% of Projects Experiencing Problem</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Two variances were needed to begin construction as the new sanctuary was situated in a residential neighborhood. One variance was needed for the height of the building and the other for parking. Eventually, the project was granted both variances.</td>
<td>20%</td>
</tr>
<tr>
<td>2. Parking restrictions was a problem as the building site was land locked.</td>
<td>30%</td>
</tr>
<tr>
<td>3. Problems with the church replacement sign being the same height as the last.</td>
<td>10%</td>
</tr>
<tr>
<td>4. The normal challenges of working through the permitting system for commercial building.</td>
<td>40%</td>
</tr>
<tr>
<td>5. The State Fire Inspector required suppression systems.</td>
<td>20%</td>
</tr>
<tr>
<td>6. Excessive requirements for landscaping caused the building project to move extremely slowly and approval was difficult.</td>
<td>20%</td>
</tr>
<tr>
<td>7. Initial site selection for the church building project became a problem for local government when they realized the new City Center was proposed for the same site.</td>
<td>10%</td>
</tr>
<tr>
<td>8. Some city codes were difficult to meet initially, but was corrected eventually.</td>
<td>50%</td>
</tr>
<tr>
<td>9. Some permitting requirements and changes in code happened throughout the process of building. Changes made passing inspections difficult.</td>
<td>40%</td>
</tr>
<tr>
<td>10. The fire marshal inspected the building and initially determined no sprinkler system was needed. On the eve of the building's grand opening, it was decided that sprinklers would be needed after all.</td>
<td>20%</td>
</tr>
<tr>
<td>11. The amount of time needed to acquire permitting was excessive.</td>
<td>40%</td>
</tr>
<tr>
<td>12. The project experienced difficulties with the design of covered walkway and city codes.</td>
<td>20%</td>
</tr>
<tr>
<td>13. The church building project was delayed for over three years due to the location being within the air space of Naval Air Station Oceana. When construction commenced, the city was embroiled in a major controversy with the United States Navy.</td>
<td>1%</td>
</tr>
</tbody>
</table>
14. There were constant problems with planning and zoning, and code enforcement for the project. A meeting was held with the city council and the head of the city’s planning department. After the meeting, the project progressed smoothly.

15. Meeting the fire code requirements was difficult because the fire code interpretation between the local department and the state were different.

16. Obstacles from the county, department of state lands, Corps of Engineers, and local permitting delayed construction so long that the price of building materials doubled.

17. The initial building plans were rejected by the city and it took three years to get the proposed plans approved.

18. Stringent parking and landscape requirements caused the proposed building plans to change and waivers had to be issued.

19. The bureaucracy of city building requirements cost the church budget to increase by $40,000.

20. The church building project experienced problems with planning and zoning as a result of the lack of community support.

The fourth question relates to pastor resignation. Based on the chi-square statistics ($\chi^2=4, 24$, $p$-value=0.644) we have found that the relationship between the design and construction approach and the Pastor’s resignation is insignificant.

<table>
<thead>
<tr>
<th>Did the church building project cause the Pastor (you) to contemplate resignation?</th>
<th>Resigned</th>
<th>Stress of the project caused me to contemplate resigning</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Which design and construction approach did the church use for the building project?</td>
<td>Design-Bid-Build</td>
<td>Construction Management</td>
<td>Design-Build</td>
</tr>
<tr>
<td>Resigned</td>
<td>3.2%</td>
<td>7.1%</td>
<td>2.3%</td>
</tr>
<tr>
<td>Stress of the project caused me to contemplate resigning</td>
<td>12.9%</td>
<td>14.3%</td>
<td>7.0%</td>
</tr>
<tr>
<td>No</td>
<td>83.9%</td>
<td>78.6%</td>
<td>90.7%</td>
</tr>
</tbody>
</table>

Table 10: Pastor Resignation
The project’s research showed that 16.1% of pastors resigned or contemplated resignation following or during a building project. Brad Oaster said the average tenure of a Senior Pastor following a building program is only 18 months without professional guidance and direction. Doug Turner shared valuable insight on pastor resignations, "Pastoral turnover is nothing new. In fact, some experts estimate the average length of a pastor’s tenure in America is 2.5 years. The reasons are many, but it’s not surprising that as many as 20% of the pastors who lead their churches through church construction programs will leave within two years after their completion." He went further to give reasons,

Why, you might ask, would a pastor resign after such a major event? After all, it would seem the successful completion of a new building would mean the pastor is staying for a while — but that’s not always the case. Here are some reasons: Cost overruns, construction problems, and the Moses/Joshua syndrome.

He went further to say, "God called Moses and equipped him to lead the children of Israel out of Egypt and position them to take the Promised Land. But Moses was not God’s man to lead His people to possess the land, Joshua was. It took one skill set to lead the people out of bondage, but a wholly different one to lead the new generation to possess the land." During the research it was noted that 10% of the churches that completed building project were under new leadership following the building project and 4% of the pastors were on a sabbatical.

Doug Turner gave three startling testimonies of pastor resignations following a building project. He reflects on the first instance,

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11 Ibid.

12 Ibid.
A church in the northeast started construction on a new worship center three years ago. The pastor pushed for a certain design and a specific contractor, and the church had gone along with it, confidently following the pastor’s leadership. Plans were assembled; the funding for church facilities was obtained, and the project progressed at a normal pace. Imagine everyone’s surprise and ultimate chagrin when, shortly after the steel superstructure was erected and the materials for the next phase were delivered, all activity on the construction site came to a halt—a long halt. What happened? The contractor declared bankruptcy. Unfortunately for the church, no new contractor could be found to complete the work within the required budget. The church still meets every Sunday, but attendance is less than half of what it was a few years ago. The offering plate is still passed, but finances are down, and the church is having a difficult time simply paying its bills. Rather than see the situation through, the pastor decided he could no longer cope with the stress of the situation and left to lead another church.  

Turner’s second instance records a pastor’s resignation after the worship center was dedicated. He shares, 

Meanwhile, another pastor left after his church’s new worship center was completed and dedicated. Too many cost overruns sent the total building cost far beyond the contract price. To finish the project, the church had to sell some property. The pastor—who had ordered all the changes—simply lost all ability to influence the membership and was no longer respected as an effective leader.

The final example concludes with a successful church construction project losing its pastor. Turner conveys, 

At the other end of the spectrum, a southern church recently lost its pastor after a successful church construction program. Just a few years ago, this church was meeting in a school and eagerly anticipating buying land and building a new church. The land was purchased; funds were raised, plans were put into place, and construction began. For 18 months, members met together, prayed together, sacrificed finances and time together, and watched with eager anticipation as their new church home was erected. There was a great celebration when they met for the first time in their new building. A few months later, however, the pastor resigned and accepted a position in sales. He explained that he was suffering from

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burnout and exhaustion and needed a break. What happened this time? Sometimes church members do not understand the physical and emotional toll a building project can take on their leader. This pastor had continued to perform all his duties, but also took on additional responsibilities surrounding the building project. In the end, it was just too much; he was personally exhausted and lost all desire to go forward to lead the church and meet new challenges.\footnote{Doug Turner, “Pastoral Turnover,” Pastoral Church Leaders Directory, November 26, 2012, accessed November 26, 2012, http://www.churchlendersdirectory.com/pastoralturnoverarticle.html.}

Turner shared final thoughts on making the process easier for pastors preparing to lead their churches through building projects: First, he suggests, "Settle your church financing issues. Find out how much you can borrow, how much you’ll need to borrow, and how much cash you’ll have to raise on your own before church construction begins."\footnote{Ibid.} The second suggestion, "If a capital fund-raising campaign is needed, get started. A well-timed campaign can be instrumental in getting the church united for the project."\footnote{Ibid.} Next, Turner explains, "Build consensus among your leaders, and let them be a part of the overall planning process. I once heard a person say that if you’re a leader, but no one is following, you’re just taking a walk. Pastors who lead by consensus survive much longer as leaders than those who dictate."\footnote{Ibid.} Finally, he suggests, "Check out the contractor before you commit to him. Just because a company can build a good house doesn’t mean they can successfully complete a new church. Remember, cost overruns are the number-one reason for failure to complete building projects."\footnote{Ibid.}
The research concluded with a question: If you could start the church building project process over, what areas would you desire to learn more about. Pastors participating in the research shared seventeen personal lessons learned from their church building projects that are expressed in Table 11:

**Table 11: Personal Lessons Learned From Building Projects**

<table>
<thead>
<tr>
<th>Lessons Learned</th>
<th>% of Projects Experiencing Problem</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I would not attempt to build without the expertise of a Project Manager.</td>
<td>14%</td>
</tr>
<tr>
<td>2. Having the right builder is critical. We found the right company, but wish we had discovered them sooner. They saved us money. My building project was easy because it was God given vision and God led. My staff and team followed my lead as I followed the Lord's leadership.</td>
<td>5%</td>
</tr>
<tr>
<td>3. The building project caused division and members to leave because a key Associate Pastor sought to undermine the project at a critical juncture. The other 4 Associate Pastors were fully supportive.</td>
<td>3%</td>
</tr>
<tr>
<td>4. We have not had many second thoughts or regrets. The building is well designed and works well. We probably should have used a higher-grade paint, though. Walls get scuffed!</td>
<td>6%</td>
</tr>
<tr>
<td>5. The next time I will need to be more forceful about requirements that impact ministry directly.</td>
<td>4%</td>
</tr>
<tr>
<td>6. It is critical that architect and builder have a good relationship - preferably have partnered previously.</td>
<td>4%</td>
</tr>
<tr>
<td>7. Total church support and a good building committee are essential to a less stressful and successful building program. Do not stress out over what you cannot control. If you have truly been led by God to build then understand it is not your building - it is God's.</td>
<td>5%</td>
</tr>
<tr>
<td>8. Interview architects carefully.</td>
<td>4%</td>
</tr>
<tr>
<td>9. This is my fourth building project, and my last. Building</td>
<td>3%</td>
</tr>
</tbody>
</table>
projects are wearing on a church.

10. Building projects need to be thought out well in advance.  4%

11. The major issue we faced with building process was zoning and approval. We were able to learn from the mistakes of another church and used the information to avoid the same obstacles.  6%

12. Delegation of authority is vital with selection of staff workers.  6%

13. Building can divide the church or ministry, so, it is important to try and work together.  4%

14. Prayer and more prayer is the key to maintain the building vision.  10%

15. I would not have allowed the congregational vote to be set at 80% threshold. We got 78% on the vote and it went down. We allowed a small handful of naysayers to control the entire congregation.  5%

16. Really study and evaluate the process and project before entering into the project.  14%

17. I would have spent more time attempting to gain the support of the small group of seniors who crushed the project and eventually split the church.  5%
CHAPTER IV

TEN-STEP MINISTRY BLUEPRINT FOR BUILDING

Nehemiah's most valuable trait was leading people to accomplish a task. He led through administrative leadership and program management. Nehemiah was strategic in his process. He prayed, researched conditions, and seized the window of opportunity. Once he understood the conditions of the project, Nehemiah shared his vision. He proposed a specific project, identified resources and secured dedicated workers. During the project; he answered critics, assigned specific responsibilities, handled distractions, and was met with resistance. Once the project was completed, he turned the finished project over to responsible leaders. According to Dr. Towns in *Biblical Models for Leadership*, four principles of project management are presented in Nehemiah's story: (1) planning; (2) organizing; (3) leading (decision-making, communicating, motivating, selecting, and developing); and (4) controlling (establishing performance standards, inspecting, meeting specifications, and correcting mistakes). The process of rebuilding Jerusalem's wall over 2,000 years ago can be beneficial for church building projects today. Research has established the need for a strategic approach in completing church building projects. 83.3% of construction projects studies were successfully completed. Each construction project had at least half of the ten steps of the ministry blueprint for building in common as shown in figure 6.
First, develop a strategic ministry plan.

**Step 1: Develop Strategic Ministry Plan (SMP)**

Developing a strategic ministry plan is a vital task in approaching a construction project. The document assists in deciding what the ministry intends to accomplish within a predetermined and specific time while staying within a proposed budget. This document serves as a needs assessment and is a comprehensive report outlining the current situation as contrasted with the ideal or desired future condition. The SMP includes the ministry's purpose, vision, mission, core values, objectives, strategies, goals, and programs.

A ministry's purpose is the reason the ministry exists. Purpose and mission are often used interchangeably, but there are distinct differences. A ministry's purpose is the reason for
existence. Purpose and mission are often used interchangeably, but there are two distinct differences. The purpose addresses why the ministry exist while the mission addresses what they are supposed to be doing. The purpose of the church is doxological in that it honors God while the mission is practical. In *The Power of Vision*, George Barna clarifies the definition of a church's mission, "A mission statement is a broad, general statement about whom you wish to reach and what the church hopes to accomplish. It is highly likely that many churches share the same mission and could even use the same wording of that mission."¹

Vision is a picture of the ministry's preferred future. Mission is the action plan for achieving the vision. A ministry's mission defines the leadership's vision of the congregation's purpose. Malphurs share nine ways a mission affects the church: "(1) The mission dictates the ministry's direction; (2) The mission formulates the ministry's function; (3) The mission focuses the ministry's future; (4) The mission provides a guideline for decision making; (5) The mission inspires ministry unity; (6) The mission shapes the strategy; (7) The mission enhances ministry effectiveness; (8) The mission ensures an enduring organization; and (9) The mission facilitates evaluation."² Unlike a ministry's mission, the vision is a reflection of God's desire. Barna explained his perspective,

> Vision for ministry is a reflection of what God wants to accomplish through the ministry to build His kingdom. Rather than rely upon the abilities of humans to concoct a view of, and to plan for, the future, God conveys His view of that future to a leader. The future of the Church and of the people whom God has placed on this earth is simply too important to Him to allow people to learn on their own innate abilities and talents to develop half-baked schemes for reaching the world. While He allows us ample latitude and creativity to articulate, disseminate and


implement the vision, make no mistake about it; Visionary leaders receive their vision for ministry from God. Vision and mission are related but distinct. Mission is a general, yet informative statement concerning ministry objectives; it is philosophic. Vision is specific and detailed information concerning the direction of ministry. It is unique and strategic. An effective strategic ministry plan (SMP) moves from drafting the ministry's vision to writing core values.

Core values are values that govern the operation of the church. A professor at Dallas Theological Seminary, Aubrey Malphurs is a nationally recognized expert on leadership. He offers a strategic perspective on core values, "Core values describe who you are--your identity. They are the precise building blocks (DNA) of your ministry and explain why you do what you do. Core values form the basis for the ministry's mission and vision. In addition, they build the church's core ideology. In navigational terminology, core values serve as a GPS (Global Positioning System) that guides the navigator to the ship." The next aspect of developing a strategic ministry plan is developing and writing ministry objectives.

Ministry objectives are the common areas in which energy is directed. Ministry objectives help to fulfill the purpose and specifies how the mission will be met. The intent is to provide a specific result, within a given timeframe, with identified resources. Ministry objectives should be utilized as necessary tools that underlie all planning and strategies.

Strategies are guidelines by which objectives are achieved. It is a process or plan that produces the ministry's desired future by way of goals. The goals are achieved by implementing

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strategies in pursuit of ministry objectives, and sometimes programs are used. Programs are activities which set out the implementation plans for key strategies.

The SMP must be prepared while considering the ministry's two, five, and ten-year growth plan and projection. Once growth is projected, a site for the project must be selected. (See appendix C)

Step 2: Site Selection

Site selection may be time consuming and require prayer, thought, and planning. A decision must be made when considering relocating a ministry. Two questions to ask are: (1) Should the ministry expand or relocate to a larger site? (2) Can the current site facilitate the overall objective reflected in the SMP? An overall budget should be set for land allocation. Some things to think about while considering land acquisition: will the land be in a flood zone, an area of particular study, or environmentally sensitive area.

This list is not exhaustive, but twelve considerations should be the focus of the ministry's quest for land. These factors are price, size, jurisdiction, centrality, visibility, neighborhoods, zoning, utilities, soil/subsoil, terrain, and traffic. The goal of these factors is to assist in choosing a site that will benefit the church and ministry well. Of the twelve factors, one through three Pertain to cost, while factors four through seven affect the ministry's growth. Purchasing and developing land can be complicated. To protect the church's resources, leaders and committees should seek professional assistance.

Robert Foreman specializes in the design of church and school facilities. He warns churches to carefully consider site selection,

After selection of the architect, the contractor and the construction delivery method, one of the next big decisions will often involve property acquisition. It is risky for a church to purchase land before hiring an architect. An architect
experienced with church facility design will help the church avoid serious misjudgments in property selection. There are three situations creating the need for a new property. One is when a newly formed church is ready to move out of temporary facilities and purchase land for their first building. The second is when a church has decided to relocate or build a second campus. The third is when an established church needs to build an addition but requires additional adjacent property to accommodate the expansion. In each situation, the church must carefully consider many factors as it begins the process of finding and purchasing a piece of property. Using these recommendations as a guide, the church should develop its own site selection criteria. Each church's site selection criteria will depend on their particular situation.5

Step 3: Master Plan

A well-conceived master plan anticipates the need of the church to expand its facilities and maximize the use of space as the church grows with a combination of art and science. The art of crafting a vision for the ministry and the science of developing the plan into a functional development is the purpose. A master plan should be developed with the help of a church construction consultant, an architect, or both. The benefits are significant, and a master plan will help the church utilize the most in an efficient manner. Since God desires the church body to grow, the master plan should be designed anticipating growth and facilities should be planned accordingly. This step should be completed before a building is planned, or site developed. The master plan is a clear picture of the location of all buildings, parking areas, recreational areas, landscaping, and sport facilities.

Stephen J. Cavuoto is a civil engineer, licensed design professional, and writer for Enrichment Journal. He views church master planning as an all-consuming and ongoing task that helps fulfill the church's vision. It requires revisiting the plans on a regimented basis. In addition, master planning church facilities requires faith, goals, dreams, integrity, and leadership. He shares the importance of planning and design:

Planning includes studies and master plans which display concepts graphically and report data in a logical way, broken down in distinct construction phases. Its goals are to provide guidelines for immediate and future development, which can satisfy short- and long-range needs in a feasible way. Typically, activities include facilities programming requirements, design studies, data collection, inventories, schedules, budget cost programming, design alternatives, energy studies, drawings, and reports, which include site and facility layout plans. Financial planning is an important element here. Architectural renderings and/or scale models are usually additional services and costs.6

Cavuoto goes further to share his insights on the design phase of a church building project:

Design includes the basic services normally performed for the development of the actual design documents for construction of the new facility. The services are usually conducted in two distinct and sequential phases: (1) Preliminary phase involves the activities required for defining the project requirements, finance, schedules, agencies, and parties on matters affecting the project’s aesthetic considerations, layouts, and probable construction cost. (2) Final design phase involves the activities required to undertake the project’s design, which includes meetings, analysis and design, final legal drawings, specifications, and more detailed opinions of probable construction cost.7

Step 4: Architecture

The design of a church facility requires specialized expertise that only an architect has. It is imperative to hire a professional that is experienced in designing churches. Daniels outline the benefits of the architect and design team working together,

The collaboration of the project team is vital to the success of a church building project. When you have the owner, architects, engineers, and construction professionals working together, it results in: better church design results, increased financial resources, decreased construction conflicts, less time wasted and compressed timelines, and overall success of your church construction project.8


7 Ibid.

In *Fueling Vision*, Bradley Oaster warns, "An inadequate plan prepared by a cut-rate architect is far more expensive than the services of the best architect". Architectural services vary from state to state, but the typical services provided are the master plan, schematics, design development, working drawings, and construction administration. Become familiar with what each phase include. Cavuoto outlines the trends and elements of planning and designing a new church:

The trend in new designs is simple and efficient: smaller, smarter, cozier surroundings; extremely open to the public; and totally accessible to all walks of life—right from the street and with capacities more fitting with the church attendance but with provisions for future expansion. The new high-tech amenities are a mainstay with total handicap accessibility. The image the new church facility portrays to the community is all-important and must continue to create excitement in wanting people to come back for more—to be an enhancement, not a detriment to the membership and the community. Hence the planning and design should attack these issues and develop cost-effective solutions.

Cavuoto records four specific critical elements: affordability, existing precedent, demand and forecasts, and seismic events. The first element is affordability. He writes,

Careful planning looks at affordability by dealing with statistics, financial planning, and forecasts in addition to dealing with the physical space planning and the given physical needs. It is aimed at solving typical problems, with emphasis on certain elements that depend on the specific church. One of the architect’s primary responsibilities is to work with the church in planning a facility to fit within budget limits. Once this agrees, the church should submit this in writing as part of the contract for design.

Existing precedent is stressed as the second element. Cavuoto notes, "Talk to other churches in similar situations, ask about their operations, costs, the good and bad experiences, 

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11 Ibid.
and lessons learned working with the architect and contractor.\textsuperscript{12} The third element is demand and forecasts. The design and size of the facility are predicated on future growth and affordability. Cavuoto weighs in,

\begin{quote}
How large to design the facility to accommodate future growth is a key item. Size is related directly to affordability. It is one of the most difficult items to define. Growth should be defined in short-range, intermediate-range, and long-range time frames. Certainly, update these on a continual basis. While 20-year periods are targeted for the long range, a 10-year intermediate period is a reasonable target and a 5-year forecast for short term.\textsuperscript{13}
\end{quote}

Finally, seismic events are the final element. Cavuoto gives insight on national building codes,

\begin{quote}
By law the national building codes require that the new church facilities (public facilities) be designed for earthquakes if the new facility site is located in an active region. Cost for this compliance depends upon the magnitude of the seismic requirements for a given region. Generally, this adds from 5 to 15 percent to the construction cost and design fees. This requirement should be confirmed up front in the planning.\textsuperscript{14}
\end{quote}

\textit{Step 5: Capital and Stewardship Campaign}

Assembling a capital campaign committee to be responsible for overseeing the entire campaign may be helpful. There are six potential sources of funding the construction project, grants from foundations, corporations, government agencies and religious philanthropies, individual donations, and the ministry's capital campaign. Six phases must be implemented when considering the six sources of funding: research, implementation and follow-up. Raising money for the project is wise as the more money a church can raise, the less it will have to borrow. Effectively casting the ministry's vision is a vital foundation for raising funds.


\textsuperscript{13} Ibid.

\textsuperscript{14} Ibid.
Malphurs weighs in saying that a vision motivates giving. In *Advance Strategic Planning*, he shares, "It takes money to do ministry, and it is the leader's responsibility to raise that money. The problem is that the congregation looks to the leaders to raise the necessary finances for the ministry to function as God intended. What most leaders have discovered is that it is the vision that motivates giving. Few contributors donate pay the light bill or salaries. They donate to what they see being accomplished for Christ in coming years, as well as the past."¹⁵

Major components of a capital campaign include, casting a compelling vision, delivering clear communication, teaching through Biblical instruction, corporate prayer and fasting, stewardship modeling by leaders, and exceptional sacrificial giving.

Communication is essential during, before, and after capital campaigns. The leader must be clear, concise, compelling, and the message must be consistent. The result is excitement, understanding, and unity.

Just as Nehemiah completed the walls of Jerusalem with a strong prayer life, prayer is an indispensable part of a capital campaign. Prayer is the catalyst by which the Holy Spirit moves in the lives of people exhorting them to make the appropriate faith response. It is by faith that money is donated for the ministry's vision.

Leading a capital campaign requires leadership by example. Pastors, church staff, and capital campaign team members must model stewardship principles. David was a perfect example in 1 Chronicles 29:2-9.¹⁶

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¹⁶ Chronicles 29:2-9 (KJV)
Congregation involvement is the essence of a capital campaign. The more involvement, the more success the capital campaign will face. Involvement produces ownership in the members. When members embrace ownership in the vision, it produces responsibility. Responsibility spurs financial support and increases the success of the capital campaign. Charlie Daniels of Churches by Daniel shares what he thinks is the most important aspect of fund raising:

Fund raising is more than just money. It’s a work of the heart. When it is approached correctly, it creates a partnership between those being ministered to and the ministry that servers them. It is as much a spiritual journey and growth opportunity for your people as it is a means of raising the finances to build the Kingdom. One of the most important aspects of fund raising is the follow up and follow through. This is what makes a program truly successful. A well planned follow up process ensures that people remain committed to the vision. Your congregation will learn how to successfully provide for their church family and use what God has entrusted to them for His Kingdom.17

Leading a successful capital requires patience. Members should not feel or be rushed into a giving decision. Donor development takes time and patience should be exercised. Finally, an appeal must be made to potential large major donors. Extraordinary givers in the church should be encouraged to share the vision with others. Large potential donors can show up to 30% increase in capital campaign contributions.

**Step 6: Finance Solutions**

Churches have been having difficulty acquiring construction loans as a result of the U.S. economy. The actual costs of church building projects depend on the size and the complexity of the design. Cavuoto provides a glimpse of construction estimation,

For initial planning, facilities cost apportionment can be estimated as follows: foundations, 8 percent; slab floor, 3 percent; superstructure, 17 percent; exterior,

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22 percent; roofing, 4 percent; interior, 15 percent; mechanical, 22 percent; and electrical, 9 percent. Site-work cost is usually 10 to 20 percent of the facilities cost, excluding landscaping. Landscaping can be added after construction but should be factored into the planning and designing process. For planning purposes, seating costs run approximately $155 per seat depending on amenities. Seating can be added later after facility construction but must be considered in the planning and designing stage. Contractor overhead and profit costs are approximately 15 percent of construction cost.\(^\text{18}\)

In an article written by Tim Reid, he explains the difficulty churches are facing when applying for loans, "Banks are foreclosing on America's churches in record numbers as lenders increasingly lose patience with religious facilities that have defaulted on their mortgages. The surge in church foreclosures represents a new wave of distressed property seizures triggered by the 2008 financial crash, analysts say, with many banks no longer willing to grant struggling religious organizations forbearance."\(^\text{19}\) Ministries need to know what lending institutions look favorably at church loans. Church financing options may include traditional banks, bond companies, cash programs using capital stewardship, denominational financing, church development fund, and funds from private Christian investors and investment companies.

*Step 7: Sound System and Acoustics*

Church sound systems require professional design by a sophisticated sound company. The perfect acoustic layout and design is essential for a new sanctuary. An acoustic consultant should be hired to help design the church's acoustic and sound system. A superb acoustic consultant will be experienced in acoustics and sound. The system should be designed according to the specifications of the sanctuary or space. This is not a place to provide volunteers to


handle, but should be trusted to a professional. Acoustics play a significant role in design and layout of the sanctuary.

Vance Breshears is an experienced system consultant and designer with decades of experience. He shares the importance of designing acoustics and sound in the design and development phase of the building project,

Most churches planning to build a new worship center will hire a professional architect to work on the programming and design phases of the project. Prior to this, they interview several architects, using specific qualifications criteria, to select the one they want to work with. Once the architect is chosen, the process begins. The architect may tour several different facilities with the church building committee and note the committee’s likes and dislikes about each of the buildings they visit. The architect then takes the committee’s likes and copies them into the plans for the new facility. Often, however, the same problems that existed in those rooms are also copied into the new plans. Some time later, after the schematic design and design development is complete and the project is well into the facility design phase, the architect discovers he needs to know what type of finishes the room requires; for example, if acoustic panels will be used. It is at this point in the design process, when these types of questions start to arise, that most churches decide to hire an acoustical consultant.20

Step 8: Lighting and Multi-Media

When creating an atmosphere for worship, preaching or teaching, house lights, theatrical lighting systems, dimming systems, and mood lighting are essential elements. Today's high tech churches utilize multi-media and lighting during services. The use of overhead projection screens or rear projection is typical in today's sanctuaries. This state of the art technology displays sermon outlines, announcements, video clips. In order to achieve maximum versatility, developing appropriate lighting is essential. The ministry should seek professional expertise.

Bart Cardea and Lee Townsend are pro audio, video and lighting specialists for AE Systems. They share the importance of planning multimedia and lighting during the design phase of the building.

Make sure that your architect and systems designer work together from the beginning of the planning process. This is crucial to the success of the project. The room design, shape, and materials, will directly affect all multimedia performances. Placement of lights, projectors, screens, speakers, mixing consoles, and acoustical treatment materials must not be an afterthought.21

Step 9: Construction

A licensed contractor and church builder may be two different things. If done properly, the construction process can be exceptionally pleasant and rewarding experience. The church must first determine the right builder and the right construction approach. There are general building contractors with a lump sum bid, design/build firms, project management companies, and churches that build with the help of volunteers. The project's research studies the different construction approaches and found overall, 83% of the church construction projects were completed successfully. The research supported that the design and construction approach had a significant bearing on the project's success rate. Based on the chi-square statistics the relationship between the design and construction approach and the successful completion of the church building project is significant at 10%. In particular, competitive bid approach (design-bid-build) leads to a higher percentage of in-completed construction (35.7%) than other approaches. See figure 4. Get to know the cost factors, advantages, and risk associated with each type of construction approach.

Step 10: Furnishing

The first decision the ministry will have to make is choosing what pieces of existing furnishings are worth keeping and what to throw away, donate, or sell. Furnishings not only apply to chairs, pews, computers, and desks, but technology meets the criteria also. From projectors, to computers to security systems, all need to be included in the furnishing budget. Researching these areas ahead of time will prove to be beneficial.

It is intriguing to see how a book that is thousands of years old can provide modern and practical advice on building. The book of Nehemiah not only gives advice, but stresses prayer as the key. While the ten steps discussed may be useful in starting the church building journey, success will be hindered without of prayer. It is crucial for all involved to pray for God's continued guidance during and after the church construction project. Nehemiah prayed for favor, and he got favor. He presented the vision to the people, and they supported it and worked together to achieve it. Nehemiah was faced with opposition, but he confronted it, encouraged the people, and continued to pray. When praying about the vision and project, a few specific items should be included in the petition. Pray for willing leaders, God's desire for the ministry, the architect and builder, the congregation and unity, integrity in the ministry's business dealings, safety of the workers, and edification of Christ throughout the process.

Leaders, workers, and volunteers serving on the building committee will make a commitment for one, two, three, or more years. Assigning the right leaders and workers is imperative. They should be committed and willing to work as a body and a team. Prayer will be required to maintain a mind to work.

There are many facets to ministries just as there is a plethora of different buildings and spaces. The SMP will provide a clear definition of the church's mission and will guide planning
and decisions throughout the building process. Pray that God continue to mold the ministry into what He desires during the project and upon completion.

The architect and builder will be involved in the church project from beginning to end. They will require prayer and so will the congregation. Pray that the building committee can communicate the vision effectively and maintain unity in the body.

A Christ-like attitude must emanate from planning to complete the project. Pray for integrity in the ministry's business dealings and for wisdom to show the love of Christ in everything done. God will get the glory, honor, and praise out of what can be an extraordinarily difficult situation.

Construction projects and sites can be a dangerous place. Praying for the safety of workers, volunteers, and the congregation is extremely crucial.

Finally, when construction starts, the ministry's light continues to shine. There is a magnificent Great Commission opportunity with so many workers assembled for six months to a year. Pray for salvation of the workers who are unsaved and also pray for the unchurched.

The church building process can be difficult, scary, cause division, and chaos. Philippians 4:6-7 gives a promise of comfort through prayer. Be careful for nothing; but in everything by prayer and supplication with thanksgiving let your requests be made known unto God. And the peace of God, which passeth all understanding, shall keep your hearts and minds through Christ Jesus.²²

**Strategic Planning**

God's purposes can be accomplished through strategic planning. Proverbs 19:21 communicates a sobering truth, that humans keep brainstorming options and plans, but God’s purpose prevails.

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²²Philippians 4:6-7 (KJV)
The most critical factor in strategic planning is God's plan. God has given many distinct principles throughout the Bible to show that He expects leaders to plan. It is clear that leaders are not to trust their own plans and strategies, but should be guided by the Holy Spirit. Only the plans that seek the heart of God and His direction will succeed. Mark Marshall echoes the same sentiment in asking,

Is there biblical support for the concept of strategic planning? Is it something we have taken from the secular business model and applied to churches? Does God honor the process of strategic planning? By principle and example, God's Word establishes strategic planning as one of the ways He works in and through His people. There are a number of leaders in Scripture who thought and acted strategically. Yes, strategic planning is found in Scripture.23

Strategic planning then, is a biblically mandated concept. The book of Proverbs share practical principles regarding strategy and planning. Marshall mentioned five helpful scriptures that are clear regarding strategy and planning:

(1) Proverbs 14:15: A simple man believes anything, but a prudent man gives thought to his steps; (2) Proverbs 15:22: Plans fail for lack of counsel, but with many advisers they succeed; (3) Proverbs 16:3: Commit to the Lord whatever you do and your plans will succeed; (4) Proverbs 16:9: In his heart, a man plans his course, but the Lord determines his steps; (5) Proverbs 20:18: Make plans by seeking advice; if you wage war, obtain guidance.24

Mark Marshall suggests, "the Old and New Testaments comprise of many instances of leaders who established strategic plans and carried them through. Jesus, Moses, Joshua, David, Paul, and Nehemiah all provide examples of strategic leadership in Scripture."25 Jesus was a perfect example of a leader who perfected ministry through strategy. Jesus recruiting and trained leaders

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24 Ibid.

25 Ibid.
developed, then sent them out. Marshall outlined Jesus' strategy, "His strategy included some public teaching and miracle working. Ultimately, His strategy took Him all the way to the cross, the grave, and the resurrection. Jesus Christ knew the plan to provide redemption for all of mankind long before leaving heaven to carry it through."26 Mark Marshall in Is Strategic Planning Biblical recalls Moses as a strategic thinker in that he delegated his workload when he was overwhelmed with leadership responsibilities. He views Moses as strategic in sending spies to Canaan. Joshua, a protégé' of Moses was also described as strategic in Joshua 6. He reflects, "God strategically worked through Joshua as he led the Israelites in the Promised Land. David was strategic as a child. In 1 Chronicles, 12:32, he defeated the giant Goliath through strategic planning and the same strategy was used in combat."27 Paul, the apostle had a strategy in establishing the early church. He chose main cities with the greatest influence. Nehemiah was strategic in his leadership while rebuilding Jerusalem's walls. God expects leaders to develop plans. As a result, He provided numerous examples and principles. God was clear that leaders are not to trust their own plans and strategies and ignore the direction of the Holy Spirit. It is imperative to seek the heart of God and His guidance.

Presupposing that biblical models of leadership are at the helm of the church building project, the first step involved in presenting essential elements for success is a quantitative and empirical study of the book of Nehemiah. The theory is leading through spiritual project management and administration, enhances, promotes and increases the probability of success. The first steps identified are characteristics and actions that convey the intrinsic dynamics and elements necessary for success in building.

26 Ibid.
27 1 Chronicles 12:32 (KJV)
Nehemiah's character and leadership motivated the Israelites from the inside out. He captured the hearts of God's people to complete a task that God called them to do. He inspired them to take on the monumental task of rebuilding Jerusalem's wall in six ways: (1) Nehemiah put himself in their situation; (2) He challenged them with the need; (3) Nehemiah explained the purpose and provided a plan; (4) Nehemiah reassured the people that he stood before them with the authority of One greater than himself; (5) He testified that the hand of God and the king's favor were behind the project; and (6) Nehemiah helped the people to understand why rebuilding was a good work. These elements delineate the actions of Nehemiah throughout his building assignment. They comprise of a God given blueprint to success.

The preparation process for building consists of six steps: secure support; recruit a strategic leadership team; communicate with the congregation; embrace a biblical model for the project; perform an analysis of the ministry; and stress spiritual formation throughout the project.

The strategic leadership team's goal is to lead the church through the construction process. Key leaders should be recruited including the senior pastor, church leadership board members, and staff. The leaders should get as much support for the project from this group as possible.

Communication with the congregation is essential. Research showed that 20.4% of construction projects surveyed experienced conflict in the church and church members left. The leader must communicate with the congregation throughout the strategic envisioning process. Encouraging the strategic leadership team to help communicate the vision and updates will further enhance the leader's efforts.

Embracing a biblical theological model of leadership for the project is critical. Nehemiah's model is ideal, and in addition, the Old and New Testaments provide other examples. Jethro in Exodus chapter 18, Issachar in 1 Chronicles 12:32, Jesus in Matthew 28:19-20; Mark 16:15; and
Acts 1:8. Strategic thinking and actions are a must. In addition to strategic thinking and actions, a ministry analysis may be helpful to start.

A ministry analysis is useful in the planning process. The goal is to determine the ministry's strengths, weaknesses, and limitations. See appendix B. Establishing a spiritual foundation at the onset will undergird the planning process. Once these steps are complete, the process of strategic thinking and acting can begin. An abundance of information on strategic planning can be found in secular and corporate publications.

Leaders should be cautious in applying worldly principles to God given vision. Nehemiah led in a way that Jesus modeled in which much can be gleaned. Lee Walker has a similar opinion, "A leader can be defined as one who influences followers. The ultimate example of powerful, effective, and valuable leadership is Jesus. Ford describes Jesus’ ability to create vision, shape values, and empower change as transforming leadership. Jesus’ leadership was both modeled and taught, culturally relevant and trans-cultural, enabling and empowering and enduring. Ford’s thesis is that Christian leaders in any arena of influence must allow Jesus to lead through them. Ford develops his theme by examining Jesus, the leader, as son, strategist, seer, servant, shepherd maker, spokesperson, struggler, and sustainer." 28 He goes further to say, "Lessons of use of power, entrusting one’s mission to others, and calling forth passionate commitment in followers who are changed and trained are relevant for leaders seeking to follow Jesus’ model. Thus, leaders must be identified with Jesus and with their followers as he was.

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While leaders may learn from secular leadership models, they must be cautious in their application.\textsuperscript{29}

Strategic planning and leadership can be found throughout the old and new testaments. Jerusalem's walls were rebuilt as a result of Nehemiah's strategic actions. In Malphurs' words, "Strategic planning is considered an envisioning process. It is structured navigation toward a ministry's mission and vision. The plan not only outline plans for the future, but it navigates a ministry to experience that future now. The ultimate goal is producing a unique ministry model."\textsuperscript{30} An effective strategic plan for church building covers four areas: (1) Vision Elements of the Project; (2) Mobilization of Workers; (3) Provision for the Project; and (4) Ten Step Guide for Successfully Completing the Project.

\textbf{Vision Elements of the Project}

John Naisbitt supports the theory that strategic planning goes hand in hand with vision. He was clear in saying, "Strategic planning is worthless--unless there is first a strategic vision."\textsuperscript{31}

Strategic planning and vision elements of the project are pointless without communicating the vision to others. Leaders communicate the vision through vision casting.

Casting a vision entails more than adopting verses of Scripture as a vision statement, but strategically, a vision must be embedded into the mission of the church in every way possible. Mission Community Church in Gilbert, Arizona is a perfect example. Lead Pastor Mark Connelly passionately shares,

\textsuperscript{29} Ibid.

\textsuperscript{30} Aubrey Malphurs, \textit{Advanced Strategic Planning: a New Model for Church and Ministry Leaders}, 2nd ed. (Grand Rapids, MI: Baker Books, 2005), 25.

We pour ourselves into three things—doing justice, loving mercy and walking humbly with God—that is our vision. As we have celebrated that vision and poured our resources into it, it gets our true focus, energy and resource. Everything revolves around it. Everything we do bleeds the vision, and I do not think you move from vision to movement without doing that.\(^{32}\)

Communicating a concise and clear vision is imperative for any building project. There is a classic axiom, "If it is a mist in the pulpit, it is a fog in the pew". If the leader is unclear on the vision and does not communicate it clearly to the congregation, then those being led will be even more unclear.

The complexity of church building projects requires strategic leadership. Casting the ministry's vision is a vital part of the building process, but leaders should expect resistance. In *The Power of Vision*, George Barna describes vision as a clear mental image. He says,

> Vision is a picture held in your mind's eye of the way things could or should be in the days ahead. Vision connotes a vision that uniquely belongs to you. Eventually, you will have to paint that mental portrait for others if you wish the vision to materialize in your church. Just as you have used your imagination to create this view of the future, you will have to lead others to catch the same vision so that they, too, might share in its implementation and impact. Thus, having a clear picture in mind is essential. A fuzzy perspective is not vision.\(^{33}\)

Concerns are sometimes centered on cost, fear of failure, or uncertainty. The benefit of vision casting is sharing the possibilities of the church with the members, but some things should be considered: (1) The vision should be developed with congregational input; (2) A diversified building committee should be assembled with no more than 10 members; (3) Problems should be solved collaboratively. Open discussions are essential; (4) The project should be delegated into manageable tasks with committee member chairing each aspect; (5) The committee should be in


contact with the architect during the early planning stages of the project for input, design ideas, and innovative design solutions; and (6) The leader should keep the lines of communication open with the building committee and the congregation.

Barna notes that, "God provides vision to His called, gifted leaders for the purpose of strategically directing the resources of the church. Grasping, casting, and indefatigably pursuing God's vision are the central, defining characteristics of God's leaders. It is the commitment to that vision and our capacity to bring it to fruition that dictates the shape of the church and the depth of influence that the church has on the world." Grasping, casting, and pursuing the vision is a few aspects of vision, but Barna goes further to highlight why vision is so critical to leadership. He expounds, "Great leadership lies at the heart of every successful ministry, and vision is at the heart of great leadership. Many churches struggle either because they are headed by people who are not leaders or they have otherwise-capable leaders who do not possess God's vision for their ministry." Vision is not purpose, mission, goals, or objectives. Vision defines the mission, communicates the plan, inspires the purpose, narrows the focus and comes from the heart. Vision is a compelling and clear picture of the future of the ministry. Vision must be communicated from the heart to a visual picture. It must be written. God placed His vision in Nehemiah's heart in Nehemiah 1:4-11. God explained the process in Nehemiah 2:5 and the completion of the vision was manifested in Nehemiah 6:15-16.

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35 Ibid.

36 Nehemiah 1:4-11 (KJV)

37 Nehemiah 2:5 and 6:15-16 (KJV)
Mobilization of Workers

Mobilizing workers require excellent leadership skills. The book of Nehemiah showed three effective principles: (1) coordination, (2) cooperation, and (3) commendation. Effective organization in mobilizing workers is vital, but it must be thought out carefully. Plans, ideas, and responsibilities, must result in manifestations of action. Warren Weirsbe described some people in the church as constructionalists in that they help to get the job done. Destructionalists are busy tearing things down. Every church experiences both. The third category is obstructionalists who create problems for the people who are working and accomplishing the ministry's goals. An alarming 20.4% of projects surveyed experienced church division and members leaving during the church building projects. It is necessary to recognize that constructionalists, destructionalists, and obstructionalists will all co-exist in the church. The key is strategically managing them all together to achieve the God given vision.

Three things caused division in Nehemiah's camp and threatened to stop the work. The three distinct attempts were through mockery, force, and conspiracy. While it was obvious that the construction was proceeding according to Nehemiah's strategic plan and on schedule, the enemy continued to attack with each time becoming more intense. Nehemiah's answer to the opposition was four-fold: he prayed by himself and with the people, watched, and employed the use of arms.

Nehemiah's first defense was prayer. In the face of the enemy's attacks, Nehemiah's response was classic. His splendid example of personal prayer life became contagious. The people caught Nehemiah's passion for prayer and were moved to join in intercession. Nehemiah and the people prayed and continued to work, but felt the need to employ another way to spoil the opposition. Seume compared Nehemiah's approach to Paul and Jesus. His insight clarified
Nehemiah's action in saying, "Setting watch became the Jews' alternative method of foiling the enemy in spite of prayer. Jesus anticipated the opposition His disciples would face when He said, 'Watch and pray that ye enter not into temptation' (Matthew 26:41). Paul, that old warrior of many a spiritual skirmish, when he wrote to the church at Colossi said, 'Continue in prayer, and watch in the same' (Colossians 4:2).” Gene A. Getz provides a detailed outline of Nehemiah's problems and his responses in table 12.

**Table 12: Nehemiah's Problems and His Responses**

<table>
<thead>
<tr>
<th>Problems</th>
<th>Responses</th>
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</thead>
<tbody>
<tr>
<td>1. Walls broken and gates burned (1:2–3)</td>
<td>1. Grief and <em>prayer</em> (1:4), and motivation of the people to rebuild (2:17–18)</td>
</tr>
<tr>
<td>2. False accusations of the workers (2:19)</td>
<td>2. Confidence that God would give them success (2:20)</td>
</tr>
<tr>
<td>4. Plot to attack the workers (4:7–8)</td>
<td>4. <em>Prayer</em> and action (posting of a guard, 4:9)</td>
</tr>
<tr>
<td>5. Physical exhaustion and threat of murder (4:10–12)</td>
<td>5. Positioning of the people by families with weapons (4:13, 16–18) and encouragement of the people (4:14, 20)</td>
</tr>
<tr>
<td>6. Economic crisis and greed (5:1–5)</td>
<td>6. Anger (5:6), reflection, rebuke (5:7), and action (having the people return the debtors’ interest, 5:7b–11)</td>
</tr>
<tr>
<td>7. Plot to assassinate (or at least harm) Nehemiah (6:1–2)</td>
<td>7. Refusal to cooperate (6:3)</td>
</tr>
<tr>
<td>8. Slander against Nehemiah (6:5–7)</td>
<td>8. Denial (6:8) and <em>prayer</em> (6:9)</td>
</tr>
<tr>
<td>9. Plot to discredit Nehemiah (6:13)</td>
<td>9. Refusal to cooperate (6:11–13) and <em>prayer</em> (6:14)</td>
</tr>
<tr>
<td>10. Tobiah moved into a temple storeroom (13:4–7)</td>
<td>10. Tossing out Tobiah’s furniture (13:8)</td>
</tr>
<tr>
<td>11. Neglect of temple tithes and</td>
<td>11. Rebuke (13:11a), stationing the</td>
</tr>
</tbody>
</table>

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38 Matthew 26:41 (KJV)

<table>
<thead>
<tr>
<th>Offerings (13:10)</th>
<th>Levites at their posts (13:11b), and prayer (13:14)</th>
</tr>
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### Provision for the Project

Bill Hybels in his book *Courageous Leadership* places the pastor at the helm of fundraising. His view is that a church's full redemptive potential will never be reached without a river of financial resources. The Pastor or leader is primarily responsible for fund raising and stewardship.

As covered in chapter 3, the research showed that the leadership style of the pastor produced a significant increase in the church’s construction project cost. In the case of pragmatic leadership, 52% of projects ran over the proposed budget, which is significantly higher than in the case of other leadership styles (23%). The majority of projects managed by strategic, spiritual and visionary leaders did not exceed the proposed budget. Pragmatic leaders could benefit from Malphurs' suggestion,

> Though the pastor has full responsibility for funds management, that does not imply that he has to handle it all himself. He would be most wise to get some help in this area, especially when it comes to crunching numbers. There is little enjoyment in that. The larger churches may have a business administrator or manager or sin some rare cases a pastor of finances who with an accountant or two will manage the funds and report to the pastor. Smaller churches can usually find volunteer help from laypeople who work with finances for a living. Plus the pastor may recruit a finance team or committee to aid him in funds management.41

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The pastor is responsible for managing the ministry's current finances, future finances, and funds that are raised.

A Capital campaign is a form of fund raising used as provision for church building projects. Campaigns are unique in their components, timetables, and goals. There are similar components: (1) Identification of needs; (2) A defined financial goal; (3) An established timetable; (4) An identified capital campaign group of volunteers; and (5) A plan for public recognition of large donors. Once the needs are identified, financial goals are defined, a timetable is established, the capital campaign team is identified, and a public plan for recognition for donors is established, the capital campaign can be established. Four possible strategies of capital campaign management and stewardship are: (1) Promoting concepts of Christian discipleship, joyful giving, asset management, and prayer; this type of campaign encourages giving beyond measure; (2) Instituting capital campaigns focusing on giving back to God according to how the sower has been blessed. This type of campaign promotes building together; (3) developing a strategy that focuses on sacrificial giving, prayer, and discipleship. This type of campaign focuses on the ministry's future; and (4) establishing a self-driven campaign for smaller ministries with less than 150. This type of campaign is strategically established according to the needs of the specific ministry. Developing a strategic ministry plan will facilitate the formation of the capital campaign's four strategies.

**Developing a Strategic Ministry Plan**

Strategic planning is extremely vital in church building projects. A plan serves as a blueprint to lead the project step by step. Biblically-based churches all seem to follow similar core
principles addressing the ministry's purpose (1 Corinthians 6:20; 10:31)\textsuperscript{42}, its mission (Matthew 28:19-20)\textsuperscript{43}, and finally its core values (Acts 2:41-47)\textsuperscript{44}. Once the ministry's purpose, vision, mission, core values, objectives, strategies, and goals are established, the ministry is ready to seek programs (activities which set out the implementation plans for key strategies). These components are called the Strategic Ministry Plan (SMP) as outlined in the strategic planning steps in figure 7.

![Figure 7: Strategic Planning Steps](image)

LifeWay conducted research for Cornerstone Knowledge Network. They took an in-depth look at the growth of 1,000 Protestant pastors following a building project. The research found

\textsuperscript{42} 1 Corinthians 6:20; 10:31 (KJV)

\textsuperscript{43} Matthew 28:19-20 (KJV)

\textsuperscript{44} Acts 2:41-47 (KJV)
that nearly three in four pastors experienced growth after adding additional ministry space on the site and 82% added another service. In accessing churches that did not seek expanding their facilities, only 34% experienced growth while 29% declined in attendance in the last five years. Regular ministry growth was documented as a result of facility expansion. It remains that buildings will not reach people, people reach people. Audrey Barrick agrees with the researcher’s view that strategic planning is essential. Bill Couchenour also suggests that the DNA of the ministry should be established before planning a building project. Leaders should answer three questions: (1) Who are we, (2) What are our needs, and (3) What is our calling.45

The ministry's purpose is the reason for its existence. The vision is a visual picture of the desired future. A ministry's mission is the result or action of the purpose and vision. Core values are values that govern the church's operation. The general areas in which efforts are directed are the ministry's objectives. Strategies are guidelines by which the ministry's objectives are achieved. Goals are specific and time based accomplishments that are achieved as a result of implementing strategies in pursuit of ministry objectives. Finally, programs are activities which set out the implementation plans for the ministry's key strategies. See appendix B for a step-by-step template. Once the SMP is developed, the ministry should appoint a Strategic Plan Manager and begin working on developing a Campus Development Plan (CDP).

Developing a Campus Development Plan

A campus development plan (CDP) is three-fold. First, the document identifies guiding principles and policies for short and long-range planning for physical development of the church building project. Second, the CDP establishes a conceptual framework for the ministry's campus

through program development. Finally, the document outlines the master plan and clarifies land use to facilitate an intimate community experience. The McKnight group believes that the church's master plan communicates the vision,

The process of master planning gets at the heart of what you want your church to be. The church should see well beyond the here and now and design for the future. The building committee's conversations should revolve around the placement and relationship of future ministry components, and how the needs of today will impact the needs of tomorrow. Planning should involve understanding and anticipating building codes, and exploring ways to lower future construction costs.  

As the church buildings are designed, the team must anticipate the needs and anticipated growth of the ministry. A master plan can be developed with the help of a church building consultant and a licensed architect. The purpose is to plan for the various phases of facility development of the ministry. The ultimate goal is to efficiently utilize the ministry's land and facilities and possibly reduce costs for future building. Below is table 13 outlining the ten-step ministry blueprint for church building.

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Table 13: The Ten-Step Ministry Blueprint for Church Building

<table>
<thead>
<tr>
<th>Step 1</th>
<th>Develop Strategic Ministry Plan (SMP)</th>
<th>This step should include, but is not limited to: purpose, vision, mission, core values, objectives, strategies, goals, and programs. See appendix B.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 2</td>
<td>Site Selection</td>
<td>This step should include, but is not limited to: site selection and strategies for acquiring the property.</td>
</tr>
<tr>
<td>Step 3</td>
<td>Master Plan</td>
<td>This step should include, but is not limited to: all building and unit locations, parking areas, recreational areas, landscaping, and sport facilities.</td>
</tr>
<tr>
<td>Step 4</td>
<td>Architecture</td>
<td></td>
</tr>
<tr>
<td>Step 5</td>
<td>Capital and Stewardship Campaign</td>
<td></td>
</tr>
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<td>Finance Solutions</td>
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<tr>
<td>Step 7</td>
<td>Sound and Acoustics</td>
<td></td>
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<tr>
<td>Step 8</td>
<td>Lighting and Multimedia</td>
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<tr>
<td>Step 9</td>
<td>Construction</td>
<td></td>
</tr>
<tr>
<td>Step 10</td>
<td>Furnishing</td>
<td></td>
</tr>
</tbody>
</table>
CHAPTER V

CONCLUSION

The book of Nehemiah served as an excellent guide to leadership of building projects and was the foundation of this thesis project. Nehemiah's leadership in rebuilding the walls of Jerusalem was effective, essential, strategic, and successful. His leadership style and methodology provided an excellent roadmap for completing church building projects. The purpose of this project was to examine aspects of Nehemiah's leadership and its effects on facets of construction. The project reviewed theological, sociological, and philosophical views of Nehemiah. In addition, it reviewed the vision elements of a project, mobilization of workers, provision for the project and a devised structured model for successfully completing the project. Research was conducted on one hundred church leaders, and congregations who started a construction project, completed a project, or experienced difficulties in the building process. The goal was to provide a practical blueprint guide on successful completion.

Nehemiah's leadership exhibited all five aspects. He divided the repair of Jerusalem's walls into small achievable tasks and motivated all to work. He achieved success through modeling the "principles of spiritual, project management (administrative), and visionary leadership which are all necessary for effective project management." The thesis project tested the hypothesis that some leadership styles increased the probability of a project’s success. Survey responses of one hundred pastors were studied by comparing and contrasting their leadership styles to the success of ministry construction projects.

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Administrative leadership was the backbone of Nehemiah's success in completing the rebuilding of Jerusalem's walls in fifty-two days. This type of leadership model was known for utilizing the strengths and gifts of others. It was a standard style that motivated unity while accomplishing a task as a team. The strengths of this type of leader were: the gift of administration; utilization of the law of rewards and accountability; and the tendency to have a choleric temperament. The weaknesses observed were: the potential to be called to lead when things start to fall apart; leading those who lacked the gift of administration which lead to resentment; difficulty in working with creative people who resented traditional leadership; difficulty leading people in panic mode; and the tendency to take on project beyond the leader's ability. The research showed that administrative leadership models experienced a higher success rate of completing the church projects. In addition, this leadership style influenced the probability of exceeding the proposed budget. While the research results showed the potential of administrative leadership experiencing almost 39% of division and church members leaving, Nehemiah had quite the opposite result.

In addition to being an administrative and spiritual leader, Nehemiah exhibited seven essential traits of successful leaders: leadership of vision; leadership of prayer; self-sacrificing leadership; bold leadership; delegating leadership; open minded leadership and communicating leadership. He was successful and effective as a leader as a result of five things: prayer, faith, strategy, action, and integrity. Through prayer, Nehemiah made a request that was foundational for the success of rebuilding Jerusalem's walls. Nehemiah 1:10b records his desire to God to
give him success by granting him favor before the king. ² He led the entire project by praying for God's guidance, provision, and ensured to incorporate prayer with faith.

Nehemiah prayed for and encouraged Israel through faith. As a result, he saw the reality of God answering prayer and believed in the evidence that was yet to come. Nehemiah exhibited faith in action. He prayed for three days in Jerusalem, rested, strategized, and prepared for action.

Good planning and an effective strategy were at the helm of Nehemiah's construction project. His strategy consisted of prayer, observation, survey, identification and organization of workers, a plan for dealing with conflict, and a plan to keep the workers encouraged. Nehemiah worked the strategy and completed the walls in record time through his actions and integrity. He did not experience success without opposition.

No matter the obstacle or enemy, he prayed, told the truth, trusted God, focused on the goal, acted in faith, and was successful. God used him to transform the ruins of a nation's wall of protection into a powerful and victorious community. Chapters one through five of Nehemiah record the long and short-range plans for Jerusalem's restoration. He visualized the project and began plans for construction.

Nehemiah was given a monumental task to rebuild the walls of Jerusalem. His administration was highly helpful and produced significant successful. Nehemiah's methodology was crucial and his leadership style produced an excellent roadmap. As Nehemiah discovered the deplorable condition of Jerusalem, he realized the wall and protection of the city was breached and the gates were charred. As a result, Nehemiah's people were in danger. He mourned for days, upon hearing this and began to fast and pray to God. Prayer for the restoration of Jerusalem's walls

² Nehemiah 1:10b (KJV)
was one of the most moving in the Old Testament. (Nehemiah 2:5-11). Nehemiah received approval from King Artaxerxes to return to Judah. His return promised restoration of the fortunes of his people. After being appointed governor of the province, he was granted permission to build.

While in Jerusalem, Nehemiah surveyed the walls in the safety of night. He shared his assessment of the city's problem with leaders and officials. His ultimate goal was to organize a labor force to begin the work. Nehemiah and his workers were harassed by three enemies: Sanballat, Tobiah, and Geshem. Their hatred and plot to harm Nehemiah could derail the project. The construction team worked with construction tools in one hand and weapons in the other. To the taunts of his enemies, Nehemiah replied: "I am doing a mighty work so that I cannot come down". Jerusalem's wall was finished in fifty-two days—a marvelous feat for such a monumental task. Nehemiah's success stemmed from the fact that he kept praying for God's strength to his hands.

Through moments of doubt and unease, Nehemiah demonstrated exceptional faith in God. Driven by a vision that he believed came from God, he dared to hope in the Lord Who never failed to keep His Word. Nehemiah declared, "The God of heaven Himself will prosper us, and as His servants we will arise and build" (Neh. 2:20). He understood that if He did not trust God to help them get the job completed, it would never get done. Nehemiah also understood that genuine belief required practical steps, so he told the colleagues, "Remember God, glorious and wondrous, and fight for your brethren" (4:14).

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3 Nehemiah 2:5-11 (KJV)
4 Nehemiah 2:20 (NKJV)
5 Nehemiah 4:14 (NKJV)
Nehemiah's administrative leadership model was proactive in that he influenced others; purposive as he helped people individually and collective; and comprehensive in the way that his character and conduct impacted everyone around him. George Barna, a leading researcher focused on the intersection of faith and culture expounding, "Great outcomes do not happen by chance. Inevitably, there is a sophisticated, intentional, and strategic process that propels organizations forward to success." Practical implications of Nehemiah's various resources and strengths proved that effective leaders could motivate followers. Dr. Elmer Towns reflected, "Leadership motivates followers to accomplish a task which none could do. Nowhere in Scripture is this better portrayed than in the rebuilding of Jerusalem's walls in fifty-two days.

This project took an interecclesiatical look at the book of Nehemiah. In addition to reviewing theological, sociological, and philosophical views of Nehemiah and his leadership, the project reviewed vision elements, mobilization of workers, provision for the project and a structured model for completion. Results from the research aided the researcher in creating a Ten-Step Ministry Blueprint for Building. The blueprint included: Developing a Strategic Ministry Plan (SMP); Site Selection; Master Planning; Architecture; Capital and Stewardship Campaigns; Financing Solutions; Sound System and Acoustic selections; Lighting and Multi-Media; Construction; and Furnishing.

It has been reported that churches around the nation spent millions of dollars annually on architectural plans that were never built, research results were imperative. Rick Thurman's

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research results showed: the difficulty of church building projects caused almost 20% of pastors to leave the church\textsuperscript{8}; the average tenure for a pastor after a church building project is approximately twenty-two months\textsuperscript{9}; and more than half of the churches in American spend millions of dollars annually on the design phase of a building project and have architectural designs that will never be built\textsuperscript{10}. Three construction approaches were surveyed: design-bid-build, construction management, and design-build. As a result of the building project, 12.6% of pastors resigned and 34.2% contemplated resignation. It is worth mentioning that 11% of the churches surveyed had new pastors after the building projects were completed.

The research revealed that pastors who made all of the decisions in the project ran over the budget 40% of the time. Only 10% went over their budgets when the congregation made the decisions. The next area studied was leadership.

Some leadership styles appeared to influence the probability of exceeding the proposed budget, affected division in the church or caused Pastors to resign. In the case of pragmatic leadership, 52% of projects ran over the proposed budget, which is significantly higher than in the case of other leadership styles (23%). Of the projects led by confrontational and subordinate leaders, 50% caused division in the church and church members to leave. Servant and visionary leadership styles were not associated with either projects that cause division in the church or with projects causing church members to leave (95% of Servant leaders and 93% of visionary leaders answered “No, it did not cause either”). Confrontational and subordinate leadership increased the


\textsuperscript{10} Ibid.
probability of the Pastor resignation up to 50% (while the overall rate of resignation caused by the stress of the project is less than 9%).

Additional insights from the research illuminated areas of difficulty including: the need for a project manager, the importance of selecting the right builder, understanding building requirements that directly impact the ministry, the importance of synergy between the architect and contractor, church support and a good building committee, the importance of understanding the toll building projects take on congregations and relationships, the obstacles faced with zoning, the importance of community support and input, the importance of delegation, and the importance of how to handle division in the church during construction. The Ten-Step Ministry Blueprint for Building’s intent was to empower the leader with tools to minimize damage as a result of this list.

The intent of this research and study has not been about building grand cathedrals. As stated at the onset, this research did not anticipate specifics on managing resources such as people, equipment, or materials; project time as in task durations or management; money as it relates to costs and contingencies; and the project did not go in-depth with project sizes or goals. However, the research did bring to light several key ingredients a leader might or even should incorporate into leadership during building. The thesis project did not guarantee success of a project, but provided evidence that prayer, proper leadership, and strategic planning increased the likelihood of success.

The book of Nehemiah rendered principles and implications of leadership that are yet beneficial to contemporary ministry. Prayer was Nehemiah's first step in repairing the wall then he formulated a strategic plan. After his survey, he planned his travels around Zion's wall.
Richard H. Seume thought that it was essential that Nehemiah's construction work would begin at the beginning of Jesus’ physical journey to the cross.

This study assumed that biblical models of leadership were utilized during church building projects. Nehemiah's model of leading through spiritual project management and administration, enhanced, promoted, and increased the likelihood of success in the project's research.

Chi-square statistical test was the method used to compare the observed data to the researched data. The purpose of the empirical study was to reveal the determinants of a project’s success or failure, i.e. to figure out why some projects ran smoothly while others were problematic. These determinants were compared to Nehemiah's strategic leadership. The determinants included design and construction approaches, ultimate decision-makers and leadership styles. Several hypotheses were formulated and tested. Through the review of the literature and consultation with experts, the survey compared the relationship of leadership styles to four research questions: (1) Was the building project successfully completed; (2) Did the building project run over the proposed budget; (3) Did the building project cause division in the church, or members to leave; and (4) Did the building project cause the pastor to contemplate resignation. The four questions were cross-tabulated with leadership styles and decision-making preferences to evaluate the interrelationship of each.

The main research instrument was the Church Building Project Survey. The instrument was developed by asking one hundred pastors to complete an anonymous survey of eighteen questions. The questions were related to their ministry's building projects. Each project ranged from under 10,000 square feet to over 25,000 square feet. Nehemiah's leadership styles were
compared and contrasted to the survey results. Several issues in the church building process surfaced after analyzing the survey data.

Overall, 83% of the church building projects were completed successfully. The research supported that the design and construction approach had a significant bearing on the project's success rate. In particular, competitive bid approach (design-bid-build) led to higher percentages of in-completed construction than other approaches. Some leadership styles appeared to influence the probability of exceeding the proposed budget, division in the church and Pastor resignation.

Administrative leadership was the backbone of Nehemiah in completing the rebuilding project. This type of organization was known for utilizing the strengths and gifts of others. The research showed that administrative leadership models experienced a high success rate of completing the church projects. In addition, this leadership style influenced the probability of exceeding the proposed budget. Administrative leadership was the second most represented style in the research at 23%. The first was visionary leadership at 26%.

Subordinate leadership was known as leading from a middle management level. Middle managers usually lead effectively through influencing their superiors. The research showed that subordinate leadership caused division and members to leave. There was also an increase in the probability of the pastor resigning.

The Spiritual leadership model focused on leading people into a deeper relationship with God. The results of the survey showed that spiritual leadership was successful in completing the project and did not reveal the potential of exceeding the proposed budget.
Servant leadership led people through shepherding. The leader identified the needs of others and ministered to them. Servant leadership experienced success in completing the church building project and did not cause division or members to leave.

Visionary leaders lead through strategic planning. The leader defined the tasks and developed effective strategies to achieve the vision. The research showed that visionary leaders did not have the tendency to exceed the budget and did not cause division or members to leave. It was the most common leadership style represented in the church building project survey. Servant and visionary leadership only experienced 7% division. It is also worth noting that of the one hundred church building projects surveyed, less than 1% failed to share the vision with the congregation.

In addition to division, church leaders experienced problems with community support. Nehemiah 3:1-32 explained how Nehemiah was able to garner extensive community support for the project.\textsuperscript{11} The leaders lacking community support in the research cited the following problems: some of the residents in the community were opposed to building a church in a residential subdivision; resentment from the local construction and building community ensued when an out of state contractor was hired; neighbors complained about the church building blocking the sky view in the community, and one neighbor did not support the building project simply because he did not like the church. More serious problems were illuminated in the research as it related to community support. Twenty-two percent of the projects had problems with the local or state government, i.e. building codes and permitting.

\textsuperscript{11} Nehemiah 3:1-32 (KJV)
The project's research showed that 16.1% of pastors resigned or contemplated resignation following or during a building project. Brad Oaster said the average tenure of a Senior Pastor following a building program was only eighteen months without professional advice and direction. Doug Turner shared valuable insight on pastor resignations, "Pastoral turnover is nothing new. In fact, some experts estimate the average length of a pastor’s tenure in America is 2.5 years. The reasons are many, but it is not surprising that as many as 20% of the pastors who lead their churches through church construction programs will leave within two years after their completion."

He went further to give reasons, "Why, you might ask, would a pastor resign after such a significant event? After all, it would seem the successful completion of a new building would mean the pastor is staying for a while — but that is not always the case. Here are some reasons: Cost overruns, construction problems, and the Moses/Joshua syndrome."  

He went further to say, "God called Moses and equipped him to lead the children of Israel out of Egypt and position them to take the Promised Land. But Moses was not God’s man to lead His people to possess the land — Joshua was. It took one skill set to lead the people out of bondage, but a wholly different one to lead the new generation to possess the land."  

During the research, it was noted that 10% of the churches that completed building project were under new leadership following the building project and 4% of the pastors were on a sabbatical.  

As a strategic thinker, Nehemiah saw the problem, prayed for divine favor, made the problem his problem, developed an action plan, understood the need for resources, explained the strategy

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13 Ibid.

14 Ibid.
to other leaders, asked for help, established priorities, and persistently stayed the course. The result of this project was 10 Step Ministry Blueprint for Building.

Presupposing that biblical models of leadership were at the helm of the church building project, the first step involved in presenting principle elements for success is a quantitative and empirical study of the book of Nehemiah. The theory is leading through spiritual project management and administration, enhances, promotes and increases the probability of success. The first steps identified are characteristics and actions that convey the intrinsic dynamics and elements necessary for success in building.

Nehemiah's character and leadership motivated the Israelites from the inside out. He captured the hearts of God's people to complete a task that God called them to do. He inspired them to take on the monumental task of rebuilding Jerusalem's wall in six ways: (1) Nehemiah put himself in their situation; (2) He challenged them with the need; (3) Nehemiah explained the purpose and provided a plan; (4) Nehemiah reassured the people that he stood before them with the authority of One greater than himself; (5) He testified that the hand of God and the king's favor were behind the project; and (6) Nehemiah helped the people understand why rebuilding was a good work. These elements delineate the actions of Nehemiah throughout his building assignment. They comprised of a God given blueprint to success.

The preparation process for building consisted of six steps: secure support; recruit a strategic leadership team; communicate with the congregation; embrace a biblical model for the project; perform an analysis of the ministry; and stress spiritual formation throughout the project.

The strategic leadership team's goal was to lead the church through the construction process. The leaders' job was to get as much support for the project as possible. Communication with the congregation was essential. Research showed that 20.4% of construction projects surveyed
experienced conflict in the church and church members left. The leader was persuaded to communicate with the congregation throughout the strategic envisioning process. Encouraging the strategic leadership team to help communicate the vision and updates was deemed necessary to further enhance the leader's efforts.

Embracing a biblical theological model of leadership for the project was critical. Nehemiah's model was ideal, and in addition, the Old and New Testaments provided other examples. Jethro in Exodus chapter 18, Issachar in 1 Chronicles 12:32, Jesus in Matthew 28:19-20; Mark 16:15; and Acts 1:8. Strategic thinking and actions were a must for planning and success.

A ministry analysis was suggested in the planning process. The goal was to determine the ministry's strengths, weaknesses, and limitations. See appendix B.

Leaders were cautioned to be careful in applying worldly principles to a God given vision. Nehemiah led in a way that Jesus modeled in which much can be gleaned. Strategic planning and leadership was found throughout the old and new testaments. The strategic plan for church building covered four areas: (1) Vision elements of the project; (2) Mobilization of workers; (3) Provision for the project; and (4) A ten-step guide for successfully completing the project.

Casting a vision entailed more than adopting verses of Scripture as a vision statement, but strategically, a vision had to be embedded into the mission of the church in every way possible. Communicating a concise and clear vision was proven to be imperative.

The complexity of church building projects required strategic leadership. Casting the ministry's vision was a vital part of the building process, but leaders were warned to expect resistance. Throughout the research, concerns were centered on cost, fear of failure, and uncertainty. The benefit of vision casting was sharing the possibilities of the church with the members, and 99% of the survey respondents shared the vision with their ministry.
God placed His vision in Nehemiah's heart in Nehemiah 1:4-11. God explained the process in Nehemiah 2:5 and the completion of the vision was manifested in Nehemiah 6:15-16.\(^\text{15}\)

Mobilizing workers was another challenge during the building process. Nehemiah was successful in mobilizing workers by using three principles: (1) coordination, (2) cooperation, and (3) commendation. The process discussed three types of people in the church: constructionalists, destructionalists, and obstructionalists. Constructionalists were people that helped to get the job done. Destructionalists were people trying to tear things down. Obstructionalists were people who created problems for the people who were working and accomplishing the ministry's goals. An alarming 20.4% of projects surveyed experienced church division and members leaving during the church building projects. It was necessary to recognize that constructionalists, destructionalists, and obstructionalists all co-existed in the church. The key was strategically managing them all together to achieve the God given vision.

Three things caused division in Nehemiah's camp and threatened to stop the work, mockery, force, and conspiracy. His answer to the opposition was four-fold: he prayed by himself and with the people, watched, and employed the use of arms.

Provision for the building project was of great concern for leaders and churches throughout the research. Research showed that the pastor or leader was ultimately responsible for fund raising and stewardship. As covered in chapter three, the research showed that the leadership style of the pastor produced a significant increase in the church’s construction project cost. In the case of pragmatic leadership, 52% of projects ran over the proposed budget, which is significantly higher than in the case of other leadership styles which represents 23%. The

\(^{15}\)Nehemiah 2:5 and Nehemiah 6:15-16 (KJV)
majority of projects managed by strategic, spiritual and visionary leaders did not exceed the proposed budget.

Capital campaigns were found to be the most feasible form of fund raising used as provision for church building projects. Campaigns were unique in their components, timetables, and goals. There were similar components: (1) Identification of needs; (2) A defined financial goal; (3) An established timetable; (4) An identified capital campaign group of volunteers; and (5) A plan for public recognition of large donors. Once the needs were identified, financial goals were defined, a timetable were established. Once those items were established, the capital campaign team was identified, a public plan for recognition for donors was established, and the capital campaign was then established. Developing a strategic ministry plan was the next step to success.

Strategic Ministry Plans were identified as a blueprint that leads the construction project step-by-step. Biblically based churches all seemed to follow similar core principles addressing the ministry's purpose, its mission, and finally its core values. Once the ministry's purpose, vision, mission, core values, objectives, strategies, and goals were established, the ministry was ready to seek programs (activities which set out the implementation plans for key strategies). These components were called the Strategic Ministry Plan (SMP) as outlined in figure 7.

Vision, mission, core values, and programs were discussed in length. The ministry's purpose was the reason for its existence. The vision was a visual picture of the desired future. A ministry's mission was the result or action of the purpose and vision. Core values were values that governed the church's operation. The general areas in which efforts were directed were called ministry's objectives. Finally, programs were activities which set out the implementation plans for the ministry's key strategies. See appendix B for a step-by-step template. Once the
SMP was developed, the ministry was encouraged to appoint a Strategic Plan Manager and begin working on developing a Campus Development Plan (CDP).

The CDP was three-fold. First, the document identified guiding principles and policies for short and long-range planning for physical development of the church building project. Second, the CMP established a conceptual framework for the ministry's campus through program development. Finally, the document outlined the master plan and clarified land use to facilitate an intimate community experience.

As the church buildings were designed, the team was encouraged to anticipate the needs and growth of the ministry. Once the SMP and CDP were complete, a master plan could be developed. The purpose was to plan for the various phases of facility development of the ministry. The ultimate goal was to efficiently utilize the ministry's land and facilities and possibly reduce costs for future building.

From these discussions and the project's research, a ten-step ministry's blueprint for church building was created. The steps included: (1) Step 1: Develop Strategic Ministry Plan (SMP) to include, but is not limited to: purpose, vision, mission, core values, objectives, strategies, goals, and programs; (2) Step 2: Site Selection to include, but is not limited to: site selection and strategies for acquiring the property; (3) Step 3: Master Plan and to include, but is not limited to showing location of all building unites, parking areas, recreational areas, landscaping, and sport facilities; (4) Step 4: Architecture; (5) Step 5: Capital and Stewardship Campaign; (6) Step 6: Finance Solutions to include, but is not limited to : local banks, national banks, bond programs, private donations, and denominational financing; (7) Step 7: Sound System and Acoustics; (8) Step 8: Lighting and Multi-Media; (9) Step 9: Construction; and (10) Step 10: Furnishing.
Nehemiah's most valuable trait was leading people to accomplish a task. He led through administrative leadership, program management, and was strategic in his process. The process of rebuilding Jerusalem's wall over 2,000 years ago was and can be beneficial for church building projects today. Research established the need for a strategic approach in completing church building projects. 83.3% of construction projects studies were successfully completed. Each construction project had at least half of the ten steps of this ministry blueprint for construction in common as shown in figure 6.

Nehemiah was given a task to rebuild the walls of Jerusalem. His leadership was effective, essential, strategic, and successful. His leadership style and methodology provided a perfect roadmap for completing church construction projects. The purpose of this project was to examine aspects of Nehemiah's leadership and its effects on facets of construction. The project reviewed theological, sociological, and philosophical views of Nehemiah. In addition, it reviewed the vision elements of a project, mobilization of workers, provision, project and a structured guide for successfully completing the project. Research was conducted on 100 church leaders, and congregations who have started a building project, completed a project, or experienced difficulties in the building process. The goal was to provide a practical blueprint guide on how to successfully complete church building projects and the book of Nehemiah, sources studies, interviews, and research produced the intended working document.
APPENDIX A

CHURCH BUILDING PROJECT SURVEY

I acknowledge consent to participate in this survey and acknowledge that no compensation will be received or participation.
- Yes
- No

Q1 What type of building project did you recently complete, are in the process of, or planning?
- New Construction
- Facility Expansion
- Small addition
- Renovation or improvements on existing facility
- Other (please type response): _________________________________

Q2 Who was ultimately responsible for decisions pertaining to the church building project?
- The Pastor
- The Building Committee
- The Congregation
- Other (please type response): _________________________________

Q3 Was the church building project successfully completed? If yes, how long did it take?
- Yes it was completed, if yes enter how long the project took to complete?
  ___________________________
- No the project is not completed, if so, how much longer do you anticipate until completion?
  ___________________________
- My project has been halted, if so, enter how long the project has been underway and how long it has been halted? ___________________________
- Other (please type response): _________________________________
Q4 The greatest need in the church today is leadership, Biblical leadership, effective leadership, sound leadership. Dr. Elmer Towns isolated 23 different expressions of leadership in the Bible (Biblical Models of leadership, 2011). Of this list, which expression of leadership closely resembles your method of leadership through the church's building project?

1. Entrepreneurial (leads through vision and risk, ex. Abraham)
2. Pragmatic (leads through doing what it takes, ex. Jacob)
3. Decision-Making (leads through problem solving, ex. Joseph)
4. Strategic (leads through long range planning, ex. Joseph)
5. Charismatic (leads because of God's calling, ex. Moses)
6. Confrontational (leads through successful conquest, ex. Joshua)
7. Administrative (lead people to accomplish a task, ex. Nehemiah)
8. Subordinate (leads from a middle management position, ex. Daniel)
9. People Management (leads through conflict resolution, ex. Moses)
10. Equipped (leads through strength, determination, and character, ex. Joshua)
11. Flawed (leads through character decline, ex. Samson)
12. Growing (leads through various trials and opposition, ex. David)
13. Transitional (leads by taking over another person's office, ex. Solomon)
14. Spiritual (lead people to experience God, ex. Ezra)
15. Servant (lead people through shepherding, ex. Jesus)
16. Mentoring (leads through one-on-one ministry, ex. Jesus)
17. Self-Correcting (leads in spite of failure and reverses, ex. Peter)
18. Visionary (leads through strategic planning, ex. Paul)

Please consider the 18 leadership expressions above and write the expression that best fits your leadership style throughout the church building project. You may enter no more than three leadership expressions.

Q5 Did you (the Pastor or Building Committee) share the vision for the building project with the congregation?
- Yes
- No

Q6 Did the majority of the congregation support the proposed vision and building project once the vision was effectively communicated?
- Yes
- No
Q7 What was the approximate size of your building project?
- Under 10,000 square feet
- 10,000 to 25,000 square feet
- Over 25,000 square feet

Q8 Did you have a clear understanding of the budget or the total cost of your building project before construction?
- Yes
- No

Q9 Which design and construction approach did the church use for the building project?
- Design-Bid-Build (Competitive Bid)
- Construction Management (Allows the owner to interview and select a fee based firm before the design and bidding process are fully completed)
- Design-Build (Contractor and Architect are one entity hired by the owner to deliver a completed project)
- Other (please type response): _________________________________

Q10 Did the church build debt free or financed the project?
- Debt Free
- Financed
- Cash and financed

Q11 Did you church building project run over the proposed budget?
- Yes
- No

Q12 Did the church building project lack support from the community?
- No, the community supported the church building project
- Yes, we lacked support from the community (enter reason) _______________________
- I am not sure
Q13 Did the church have problems with the local or state government, ex. building codes or permitting?
- Yes (enter reason) ____________________
- No

Q14 Did the church building project cause division in the church, or members to leave?
- Yes, it caused division or church members to leave
- Yes, it cause both division and church members to leave
- No, it did not cause either

Q15 Did the church building project cause the Pastor (you) to contemplate resignation?
- I resigned
- The stress of the project caused me to contemplate resigning
- No, I did not contemplate resignation

Q16 As Pastor, did the church project overwhelm you or take more of your time than expected?
- No, I knew exactly what to expect from the onset
- Yes, I had no idea the project would require so much time and responsibility
- I am not sure what I expected

Q17 If you could start the church building project process over, what areas would you desire to learn more about?
- Click to write. ________________________________________________

Q18 Please share a few final thoughts on your church project building experience (optional).
- Click to write. ________________________________________________
- Click to write. ________________________________________________
- Click to write. ________________________________________________
Potential survey participants were gathered from the following resources:

Building God's Way: a network of kingdom building services
(http://www.bgwservices.com/index.html)

Zion Church Builders (http://www.zionchurchbuilders.com/)

MT Builders Companies (http://www.mtbuilders.com/index.shtml)

Dominion Construction Group (DCG) (http://www.dominionconstructiongroup.com/)

S.R. Construction (http://www.srconstructionlv.com/)

The McKnight Group (http://www.mcknightgroup.com/)

Goff Companies (http://goffcompanies.com/)

Churches by Daniels (http://churchesbydaniels.com/)

CDH (http://cdhpartners.com/)

JCDM Church Builders (http://jcdmchurchbuilders.com/)

Adolfson & Peterson Construction (http://www.a-p.com/)

Omega Church Consultants Church Designers and Builders
(http://www.omegachurchdesign.com/)

High Construction Company (http://www.highconstruction.com/default.aspx)

Brown Church Development Group (http://www.churchdevelopment.net/)

Sproles Corporation (http://www.sprolescorp.com/)

J.H. Batten, Inc. (http://www.jhbatten.com/)

R. Messner Construction (http://www.rmessner.com/)

Aspen Group (http://www.aspengroup.com/)

Myrick Gurosky & Associates (http://www.mgandassociates.com/)

Hi 5 Development Services (http://www.hifive1.com/)

Church Builders South East (Cancio General Contractors)
(http://www.churchbuilderssoutheast.com/)

Story Construction (http://www.storycon.com/)

Barnes Design Group Architects & Church Specialists (BDG)
(http://www.bdgchurcharchitects.com/)

Church Development Services (CDS) (http://www.churchdevelopment.com/)

OASTER (http://www.bradoaster.com/)
Van Winkle Construction (http://www.vanwinkleco.com/)
Cely Construction (http://www.celyconstruction.com/)
Dow Smith Contracting Company (http://www.dowsmith.com/)
Gorski Reifsteck (http://www.gr-arch.com/)
Joplin Construction Design & Management (http://www.jcdm.com/)
G L Barron Company, Inc. (http://www.thebarroncompanies.com/)
APPENDIX C

Developing a Strategic Ministry Plan

Developing your Strategic Ministry Plan

1. Definition of Strategic Planning –

Strategic Planning is a management tool used for one purpose only, to help a church do a better job. The SMP will help to focus energy, ensure that everyone is working toward the same goals. In addition, the SMP will help to assess and adjust direction in response to an ever-changing environment. In short, Strategic Planning is a disciplined effort to produce fundamental decisions and actions that will shape and guide who you are, what you do, and why you do it while keeping your focus on the future.

2. The components of a Strategic Ministry Plan are:

   a. **Purpose** – The reason you exist as a church
   b. **Vision** – A picture of the preferred future
   c. **Mission** – An action is response to purpose in pursuit of vision
   d. **Core Values** – Values that govern the operation of the church.
   e. **Objectives** – The general areas in which our effort is directed.
   f. **Strategies** – Guidelines by which objectives are achieved.
   g. **Goals** – Specific and time based accomplishments to be achieved by implementing strategies in pursuit of ministry objectives.
   h. **Programs** – Activities that set out the implementation plans for key strategies.

3. Successful strategic planning will:

   a. Lead to action
   b. Build a shared vision that is value based
   c. Be an inclusive, participatory process in which church leadership takes on shared ownership
   d. Lead to accountability
   e. Be based on quality data
   f. Require an openness to question the status quo
   g. Be a key part of effective management
4. **Benefits of Strategic Planning** include:

   a. A uniform vision and purpose that is shared among all constituencies
   b. An increased level of commitment to the ministry and its goals
   c. Improved quality of service and a means to measure that service
   d. A foundation for fund raising and ministry for board development
   e. The ability to set priorities and to match resources to opportunities
   f. The ability to deal with risk from the external environment
   g. A process to help with crisis management

5. **Purpose Statement** – Why does your ministry exist? Your purpose statement should include these two phrases:

   a. A statement that includes a change in status, such as to increase, decrease, prevent or eliminate.
   b. An identification of the problem or condition to be changed.

   Example – XYZ church exists to turn irreligious people into fully devoted followers of Christ.

   Our church exists to -

   ______________________________________________________________________________________

   ______________________________________________________________________________________

   ______________________________________________________________________________________

6. **Vision Statement** – Your perception of the ideal future. Envision what your church will look like ten years from now, if all growth barriers were removed and the church was free to pursue its ultimate potential. In describing that picture, make it SMART!

   a. **S** = Strategic
   b. **M** = Measurable
   c. **A** = Attainable
   d. **R** = Realistic
   e. **T** = Time bound

   Example – By the year 2015, XYZ church will be a healthy, growing church of 2000 or more, meeting on our fully developed campus, with multiple venues and plant a daughter church every five years.

   Our vision statement –

   ______________________________________________________________________________________

   ______________________________________________________________________________________

   ______________________________________________________________________________________
Provide a chart showing the last four years average attendance, operating budget and percentage of increase. Next, project what you believe the next five years to look like in the area of attendance and operating budget.

7. **Mission Statement** – An action plan in response to purpose – What are the steps we will take in order to accomplish our stated purpose? Example:

   a. **Catch’em** – Catch lost people because they matter to God
   b. **Hatch’em** – Hatch them into a new relationship with Christ
   c. **Patch’em** – Patch their broken lives
   d. **Match’em** – Match them with their spiritual gifts
   e. **Dispatch’em** – Dispatch them back into the world to catch more lost people

   Other examples:  
   - Win, Grow, Equip and Send
   - Discover, Develop and Deliver
   - Reach, Teach and Release

   Our mission strategy –
   
   __________________________________________________________
   
   __________________________________________________________
   
   __________________________________________________________

8. **Core Values** – Internal values that govern the ministry, conduct and relationships of the church. Sample values include:

   a. Integrity
   b. Fun
   c. Excellence
   d. Worship
   e. Truth
   f. Children
   g. Relevance

   Each value should be followed by a short and concise definition.

   Example – **Excellence**: We believe excellence honors God and inspires people; therefore we will strive for excellence in all that we do.

   Our core values include:

   a. __________________________________________________________
   
   __________________________________________________________
   
   __________________________________________________________
9. **Objectives** – The general direction in which your ministry’s efforts are directed.

Examples of Key Objectives –

a. Develop a program for leadership development  
b. Expand outreach in our community  
c. Overhaul children’s ministry and facilities  
d. Build new facilities  
e. Increase financial resources

List three to seven ministry objectives  
1.  
2.  
3.  
4.  
5.  
6.  
7.

10. **The SWOT Analysis** – This is a self-analysis to help determine areas of strengths, weaknesses, opportunities and threats. Once identified, you should:

a. Build on your strengths  
b. Resolve your weaknesses  
c. Exploit your opportunities  
d. Avoid threats
11. **Strategies** – Guidelines by which objectives are achieved or a set of actions that enable a church to achieve desired results.

   a. There are three types of strategies to consider:

      i. **Organizational Strategy** – Over all ministry strategy. Example: To better connect with our target we will worship in a contemporary style.

      ii. **Program Strategy** – What programs and ministries will we employ to serve our church and meet the needs of those in our community? Example – To serve our community, as well as our congregation, we will offer classes in financial management.

      iii. **Functional Strategy** – These strategies have to do with the business of the ministry, such as staffing, facility planning, fund raising, etc.

12. **Goals** – Specific, time-based accomplishments to be achieved by implementing strategies in pursuit of ministry objectives.
Goals should be:

a. Measurable or they are only good intentions
b. Realistic or they are set up for failure
c. Rewarded when achieved

Goals should be broken down into time frames such as:

a. Immediate goals – In the next 90 days, what are the top three measurable, realistic targets of accomplishment for each of the objective areas?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

b. Short Term – In the next 0-2 years, what are our top three measurable, realistic targets of accomplishment?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

_______________________________

________________________________________________________________________
________________________________________________________________________

(Continued on next page)

c. Mid-Range Goals – In the next 2-5 years, what are our most important, realistic measurable targets of accomplishment?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

(Continued on next page)

d. Long-Range Goals – In the next 5 to 10 years, what are the most important, realistic, measurable targets of accomplishment?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

(Continued on next page)

13. Our People – Who are the people who currently attend the church? Define your typical (or average) members by:

a. How long have they attended?
b. How old are they? 
c. How long have they been Christians?
d. What attracted them to the church?
e. What is their education level?
f. What do they earn?
g. How far do they travel to attend church?
h. How many children do they have?
i. What are their main “life issues” or concerns?
j. What percentage of their income do they give to charitable causes?

How do your typical members as described above, compare to those in your community who you intend to reach?

14. Ministry Programs – These are the specific ministries and programs that your church offers in each area of your mission strategy. An example would be:

a. **Win** – Programs for evangelism and outreach such as MOPS
b. **Grow** – Programs for new believers such as Contagious Christianity
c. **Equip** – Programs for more mature believers such as Networking
d. **Send** – Outreach training programs for mature believers

Each program should have its own purpose statement, objectives, strategies, goals and key dates.

**Win Programs include**

Each program should have its own purpose statement, objectives, strategies, goals and key dates.

**Grow Programs include**

Each program should have its own purpose statement, objectives, strategies, goals and key dates.
Equip Programs include

_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

Each program should have its own purpose statement, objectives, strategies, goals and key dates.

Send Programs include

_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

Each program should have its own purpose statement, objectives, strategies, goals and key dates.

15. Ministry Action Plan (MAP) – These are the specific action plans that will take each ministry department to the next level. Provide a MAP for each ministry area or department in your church. An example of a Ministry Action Plan would be:
BIBLIOGRAPHY


Turner, Doug. “Pastoral Turnover.”


January 4, 2013
Carla M. Antoine
IRB Exemption 1493.010413: Bricks and Mortar: A Strategy for Leadership of a Successful Building Project Utilizing Nehemiah’s Example

Dear Carla,

The Liberty University Institutional Review Board has reviewed your application in accordance with the Office for Human Research Protections (OHRP) and Food and Drug Administration (FDA) regulations and finds your study to be exempt from further IRB review. This means you may begin your research with the data safeguarding methods mentioned in your approved application, and that no further IRB oversight is required.

Your study falls under exemption category 46.101 (b)(2), which identifies specific situations in which human participants research is exempt from the policy set forth in 45 CFR 46:

(2) Research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures or observation of public behavior, unless:

(i) information obtained is recorded in such a manner that human subjects can be identified, directly or through identifiers linked to the subjects; and (ii) any disclosure of the human subjects’ responses outside the research could reasonably place the subjects at risk of criminal or civil liability or be damaging to the subjects’ financial standing, employability, or reputation.

Please note that this exemption only applies to your current research application, and that any changes to your protocol must be reported to the Liberty IRB for verification of continued exemption status. You may report these changes by submitting a change in protocol form or a new application to the IRB and referencing the above IRB Exemption number.

If you have any questions about this exemption, or need assistance in determining whether possible changes to your protocol would change your exemption status, please email us at irb@liberty.edu.

Sincerely,

Fernando Garzon, Psy.D.
Professor, IRB Chair
Counseling
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