



upper room

OPPORTUNITY PROFILE

UPPER ROOM

DIRECTOR OF OPERATIONS

PRESENTED BY



a member of SIMA® International

bringing clarity to leadership transitions

THE CONTEXT

The Upper Room Community of Minneapolis possesses a unique place in the church landscape of the Twin Cities. Started in the early 2000's, Upper Room began as a worship expression of Christ Presbyterian Church. As an early adopter and pioneer of a highly experiential approach to worship, utilizing ancient-modern forms, Upper Room attracted a large number of young adults from across the Minneapolis-St Paul metropolitan area leading to significant growth. In many ways, Upper Room was a forerunner and catalyst for many new expressions of church.

Eventually, Upper Room was birthed on its own with a significant number of community members making the move to a local church facility and becoming a self-determined and sustaining entity. Shortly after this move, there was a transition of leadership from the 'founding' Lead Pastor to a new one. Subsequently, Upper Room made another physical move a few years ago to its current location where it rents space from Colonial Church. Upper Room and Colonial are two separate churches that seek to partner and collaborate in creative ways.

Now, Upper Room finds itself in another leadership transition. This transition has been thoughtfully navigated, including extensive listening to the entire community on the part of the leadership. This has resulted in significant awareness about what is valued and what a preferred future might look like while retaining the core values and principles to which Upper Room is committed.

Upper Room continues to be a community focused on loving God and others in the ways that Jesus did. Their mission is "to be *alive through the words, actions, and presence of Jesus*". The core values that lie at the heart of the community are: Communal Authenticity; Outward Movement; Encountering Jesus; Intentional Relationships and Humble Surrender.

Upper Room embraces the reality that no person can fully understand the mystery and beauty of God, so they approach their expression of faith with humility and grace. Recalling Reformer Rupertus Meldenius, when he wrote "In the essentials we need unity, in the non-essentials we need freedom; but in all things we need love.", Upper Room understands that love was Jesus' highest value, and therefore, must be theirs. Above all, they desire to be a community led by Jesus, and known by love.

One unique feature of Upper Room is the value placed on multiple voices speaking into the followership of Jesus, so on any given Sunday, teaching/preaching might be experienced from one of the pastors, a staff member, a community member, or a guest speaker. This is just one of the ways that Upper Room expresses the belief that the strongest unity can be achieved through a diversity of thought and experience of Jesus and not through uniformity.

This transitional time and process has led to a re-imagined leadership model. While looking toward renewed manifestations of Upper Room it is recognized there is tension between a

more traditional expression and structure of church and the aspiration held by Upper Room Community. Therefore, a new team based, non-hierarchical and highly collaborative three-person Leadership Team model has been adopted with the intent to be reflective of these core values of the community. The team will be made up of a Teaching Pastor, Connections Pastor (already in place) and a Director of Operations.

In order to live into this new way of leading, it will be essential that the individuals on the team will:

- Be committed to intentionally listening to one another
- Be a learner first and then a leader
- Possess an energetic and enthusiastic approach to life
- Have the ability to move together with unity and toward Jesus
- Be willing to engage in challenging conversations and topics with openness and grace.
- Know how and when to best use their 'voice'

While excellent musical worship, a willingness to tackle challenging topics as a community, strong children's and youth ministries, and a commitment to authenticity continue to be the bonds that holds this community together, this newly imagined team will lead Upper Room into the desired future which includes:

- an authentic, living and breathing expression of what church is intended to be
- a place where those who are involved experience healing and transformation
- a community that becomes even more highly relationally, socially and spiritually connected
- being a force for good in the community and the world by serving and coming alongside those in need in more substantive ways

While the Upper Room Community is hopeful about its future, this is a crucial time as they seek to grow in the right ways leading to a greater sustainability. There are 300 voting members of Upper Room Community, who are current committed givers and/or volunteers, and with an additional 150+ who call Upper Room their church home. Currently the Sunday evening gathering has about 200 in attendance, and the church operates with approximately a \$500,000 budget.

In many ways the current situation will involve a reorientation of Upper Room toward the preferred future with intentionality on retaining and advancing the core elements and values of the community.

It is into this current reality that Upper Room is seeking both a Teaching Pastor and a Director of Operations.

THE NEED, THE OPPORTUNITY AND THE ROLE

As outlined previously, Upper Room has decided that the best expression of its core values and best way to lead the community into its preferred future is to establish a highly collaborative Leadership Team. This team will co-lead the church's vision, mission, strategy, staff, volunteer leaders, and community alongside one another. Each of the positions is designed as three-quarters time in order to:

- Keep a commitment to healthy margins for staff
- Create opportunity for members of the Leadership Team to utilize their gifts and passions in service to the community and the world
- Provide the staffing resources necessary for Upper Room

A key and necessary member of the Leadership Team is someone to oversee, direct and manage operational functions for Upper Room. The Director of Operations will be able to see the big picture while bringing an operational and administrative perspective and giving attention to detail to help “hold it all together” and keep things moving in the right direction. This functionality will allow each of the other team members to operate out of their particular giftedness and role. The ideal candidate, like other members of the team, will possess the combination of wisdom to respectfully walk into what is in place and courage to articulate and develop their own new ideas.

The Director of Operations will focus their time and energy as follows:

Organizational Leadership (25%) including:

- Financial oversight by working closely with Upper Room treasurer and Resource Team to ensure financial budgets are being met on an ongoing basis.
- Board Leadership by leading the bi-annual Upper Room Board transition process, leading the bi-annual Resource Team transition process, and developing the Board Agenda
- Partnering with Upper Room Board Chair to facilitate an effective and collaborative relationship with Colonial Church
- Human Resource oversight by working closely with the Upper Room Personnel Team to develop the best employee policies and procedures
- Along with Lead Team members, determine and establish operating policies, overall ministry goals, objectives and plans and programs.
- Implementation and execution strategies to effectively monitor and ensure success of ongoing church programs.

Operations Oversight (50%) including:

- Coordination and execution of each Sunday worship experience
- Oversight of all financial responsibilities
- Oversight of all human resources responsibilities
- Ownership of all communications and marketing efforts, including coordination of volunteers and/or outside resources to aid in execution
- Manage administrative infrastructure

Staff Development (25%) including:

- Create ongoing development opportunities for staff (integrating biblical principles of team structure, team relatedness, team roles, and healthy team functioning).
- Oversee yearly performance review process, adjust job descriptions as necessary.

In order to effectively fulfill this role, the Director of Operations will in many ways be the hub for multiple functions, groups and people of Upper Room by bringing alignment to the organization. They will provide structure and systems to a largely organic organization while not overshadowing this unique feature of Upper Room. They will be an organized and task driven individual who will 'make it happen' while possessing a high level of relationality. They will be a developer and leader of people, 'pressing into' all staff members and processes in order to help Upper Room attain and live into the desired future.

One of their roles will be to inspire ongoing and growing generosity on behalf of the Upper Room Community in order to create greater financial stability and sustainability. This will be accomplished through being the voice and champion for expanded and innovative approaches to generosity on the Lead Team as well as with the Board and broader Upper Room Community.

While focused on the operational elements of leadership, the ideal person for this role will possess gifts and skills in being a curious listener who knows what it means to be a part of a team and a deeply connected community. They will be a learner who leads by expressing humility and empathy. The Director of Operations will be highly relational, willing and able to be with people and walk alongside them in the midst of all that life brings. They will possess energy and enthusiasm for life which is exuded in their daily work and life. They will be willing to engage in challenging conversations and topics and will possess wisdom in how and when to use their 'voice' in leadership and relationships.

QUALIFICATIONS

Education and Experience

- Bachelor's degree required
- Five years or more of Financial acumen, operations management, and/or project management
- Demonstrated ability to lead, administrate, and implement vision

Desired Qualities and Passions

- Has a vital and growing relationship with Jesus Christ
- Ability to fully embrace the vision and values of Upper Room
- Proven leadership skills utilizing a cooperative, collaborative leadership style
- Strong interpersonal skills with the ability to maintain healthy and motivating relationships
- Strong verbal and written communication skills
- Ability to embrace innovation and creativity while adapting to change
- Ability to use appropriate judgment, discretion, sensitivity, and confidentiality
- Skillful at setting and managing priorities

Relationships

- Supervised by the Upper Room Board of Directors and participates as a Voting Member of the Board of Directors
- Work closely with Upper Room Treasurer and Resource Team to ensure budgets are being met
- Manager of several staff positions
- Work with the Personnel Team on current and future employment benefit decisions
- Supervisor of key volunteers
- Key Liaison with Colonial Partnership
- Serve on Lead Team alongside Community Connections Pastor and Teaching Pastor
- Regular collaboration with Upper Room staff, volunteers, and community members

We encourage anyone possessing the above qualifications who senses a potential calling for such an opportunity to contact us to discuss the position. Alternatively, you may know someone you wish to recommend for this position.

INQUIRY PROCESS

To apply for the position, please contact us via email and include a current resume outlining your experience and relevant qualifications. In addition, please provide succinct responses to the following questions:

- After familiarizing yourself with the mission, values and theological perspectives of Upper Room, please comment on the ways in which your personal theology and vision for leadership are in alignment.
- What operational or organizational leadership have you provided in the context of a church, ministry or business environment?
- Please comment on your view of the collaborative/team leadership model that is being adopted by Upper Room. Why do you believe you would be a good fit on such a team?
- What is most motivating or compelling to you about the Director of Operations position at Upper Room?
- What are other influences or passions in your life that will enhance all you are able to share with Upper Room?

Please also provide at least five references including email and phone contact information for each person. We will not contact your references until later in the process and only upon your approval.

Please submit all materials to:

Rick Heltne Partner-Senior Search Consultant
rheltne@simapartners.com