

**PENTECOSTAL ASSEMBLIES OF THE WORLD, INC.
ANNUAL CONVENTION: DALLAS, TX**

SATURDAY, AUGUST 2, 2008

Bishop Horace E. Smith, M.D., *Presiding Bishop*

**SECURING OUR FUTURE:
An Apostolic Manifesto
“Next Steps”**

On March 5, 2008, we presented *Securing Our Future: An Apostolic Manifesto*, to the Executive Board in Nashville Tennessee. This document was adopted by the board in principle, and the Presiding Bishop was empowered to meet with leaders and other constituents across the country to present the document. These regional conclaves were designed to be inclusive, allowing a wide range of our constituents an open format, designed for information, interchange and dialogue.

Beginning in April, regional meetings presenting the Manifesto were held in the following cities: Chicago, IL, St. Louis MO., Atlanta GA., Dallas/Fort Worth TX., Washington D.C., Los Angeles CA., Denver CO., and Columbus OH. The total attendance in these meetings exceeded 5,000 delegates. They were from each strata of our constituency, from Bishops, to Suffragan Bishops, District Elders, Pastors, Ministers, Leaders, and other workers.

The meetings were enlightening and informative as we interacted with each gifted, diverse, and passionate group of Spirit-filled members of the Body of Christ. There was lively and sometimes pointed give-and-take in all of the meetings. Each one was powerful and challenging. At every venue people were excited, appreciative, and the overall climate very positive. Judging by the comments, questions, and responses during and after the meetings, upwards to 80% of the participants were positively inclined to the direction and principles presented. While the meetings were designed to inform the constituency, they helped better assess and understand the hearts and minds of God's Spirit-Filled people. Each comment was recorded and considered. Each concern heard and evaluated. While positive comments predominated, the concern several of those who had reservations had to do with the issue of our doctrine, and not the content of the Manifesto. Others expressed concern regarding the magnitude and scope of the undertaking. Quite a few while excited and hopeful, expressed doubts that any meaningful change would actually take place. A repetitive, almost universal refrain had to do with the need for setting forth God-given vision and clearly demarcated strategic goals and priorities. Another was the need and desire for greater accountability by all in leadership, from top to bottom.

Each category of concern and comment, deserves serious consideration in a diligent and disciplined manner. A framework for proper process and 'next steps,' with an action plan and timelines that are reasonable and achievable is offered:

THE MAJOR AREAS OF FOCUS WERE THESE:

1. Vision and Structure including Board and Auxiliaries
2. Leadership: Discovery, Development and Deployment
3. Finances and Funding: Structure and Control
4. Diocese: Structure and Control
5. International Missions
6. Critical Issues:
 - a. *Women in Ministry*
 - b. *Positions on Family and Sexuality*

OUTLINE OF 'NEXT STEPS'

I.

Ad-Hoc Action Committees, inclusive of all levels of our constituency should be created to focus on the six areas. This is a critical principle that was affirmed by the tremendous enthusiasm, interaction and appreciation demonstrated as each level of ministry was allowed input during the regional conclaves.

THE MAKE-UP OF THE COMMITTEES WOULD BE THE FOLLOWING:

1. Each committee would be assigned 2 Co-Chairs chosen by the Presider. One would be a Bishop. The other Co-Chair a leader in good standing.
2. The Co-Chairs along with the Presider will form the *Steering Committee- a total of 13 persons.*
3. Each Committee will have a total of seven (7) members:
 - A. Co-Chair---A Bishop
 - B. Co-Chair---A non-Bishop leader
 - C. Committee members (3)
 - D. Alternate committee members (2) in case any committee members cannot fulfill their responsibilities.

The Co-Chairs will nominate to the Presider with his input the 5 total members including the 2 alternates.

4. Each committee is ultimately responsible to the Presider who has final approval and veto powers of plans to be presented on a regular basis to the Executive Board.
5. Each committee is ad hoc and works within its area of assignment

II.

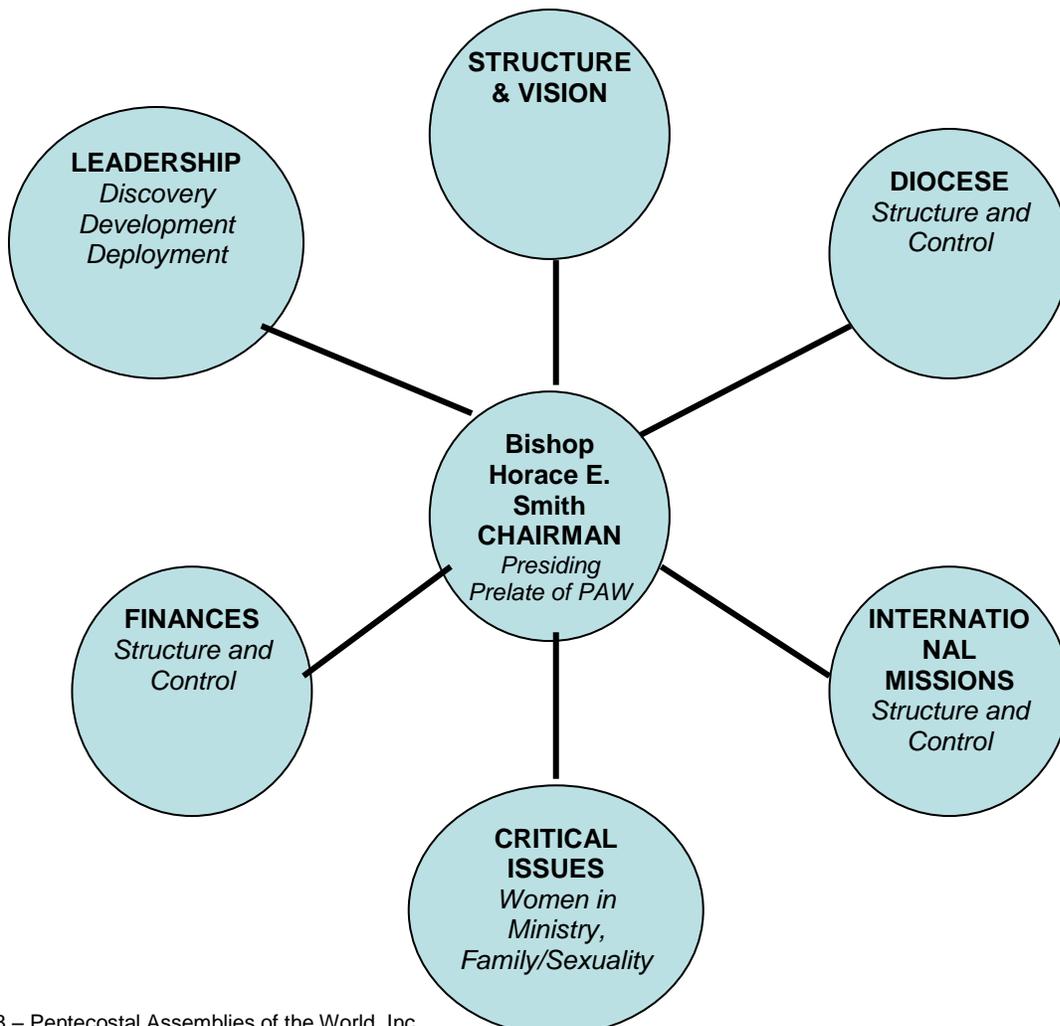
The Presider will convene a One-Day Working Retreat in Chicago at a professional conference center or other suitable venue. (Aug/Sept 08)

The attendees will be the *Steering Committee*, professional consultants and staff and the First Lady of the P.A.W.

The planned Outcomes of this meeting will include the following:

1. Clarity and oneness of vision
2. Clarity of expectations
3. Understanding of the scope of responsibility of each committee.
4. Understanding of overlaps and how the work of one group will affect another
5. Strategic plan of approach for each committee
6. Development of reasonable timelines for work and reporting
7. Report format
8. Other deliverables

THE SCHEMATIC BELOW GIVES A PICTURE OF THE FORMAT OF THESE COMMITTEES:



OTHER CONSIDERATIONS

INVOLVEMENT

As the committees are formed and their areas of responsibility determined, it is critical that the entire Executive Board and other leaders give input.

A format will be formally developed and communicated, with proper forms and directions in order to encourage all Executive leaders to submit their thoughts and ideas to the committees.

Communication

Regular communication and updates to the Executive board and the P.A.W. constituency is paramount as the work proceeds. Tentative plans call for the first set of formal reports be made to the EBC, with the entire board invited no later than Jan 09. Written updates to the board may begin as early as November 08, depending on the progress of the work.

The Christian Outlook, the internet, mailings and other modalities will be used to involve and communicate with the constituency.

LEADERSHIP/OPEN DIOCESES

One purpose of this Manifesto is to assure that we address the issue of producing, promoting and placing the best leaders possible in the highest offices of our organization.

Much of this will come from the Action Committee dealing with this issue. We recommend that unless it is a dire circumstance that just cannot be met in other ways, that we pause our business-as-usual during this time of deliberation.

We should consider the need of each one on a case by case manner, and in certain circumstances await the work of the committee before filling those vacancies

Adoption of these *NEXT STEPS* will serve as a framework for us to move forward the work of God, with vision, creativity, courage, and flexibility. Although the work is comprehensive, and critical, with the favor and grace of our Great God, it is *FULLY ACHIEVABLE!*

Let us join together as God's People of Vision and Destiny, and fulfill this great work, *Securing Our Future and that of Succeeding Generations!*

May His Richest Blessings Be Ours

Horace E. Smith M.D.
Presiding Bishop
Pentecostal Assemblies of the World, Inc.

PENTECOSTAL ASSEMBLIES OF THE WORLD

Bishop Horace E. Smith, M.D., *Presiding Bishop*

JANUARY 2008

SECURING OUR FUTURE: *An Apostolic Manifesto*

VISION STATEMENT: *Securing the future of PAW by organizational realignment.*

The Pentecostal Assemblies of the world is in a critical moment in its history, literally a ‘cross-roads,’ where its very viability and credibility is threatened. The vibrant legacy and history of the PAW, demands that a comprehensive, in-depth effort be made to analyze, delineate, and rehabilitate the organization. The reason for such a radical course is that the problems that presently exist are systemic, entrenched and are directly contributing to destabilizing the organization at best and is killing the organization at worst.

By definition, a manifesto is a public declaration of a group’s ideas, purposes, and intentions with reference to some act done or contemplated. A manifesto usually will occur when a person, usually in leadership or other high-ranking position, recognizes the need for organizational change in terms of the future of the organization and, therefore, will clearly articulate in writing the principles, values, and objectives necessary to embrace the necessary change. I believe we, the leadership of the Pentecostal Assemblies of the World, have come to such a time of need for a written document expressing our platform for change...“SECURING OUR FUTURE: An Apostolic Manifesto”.

By its definition as a manifesto, the document’s purpose is clear: to serve as a written bridge between the Executive Board and the collective P.A.W. constituency. My observation is that there is great passivity amongst us. It seems the natural state of all things is to remain at rest. This is true of objects in the physical world, and it remains true when applied to the state of organizations and society in general. I know, for instance, in organizational psychology that, by its very definition, an organization (society) is formed as a structure for living that is most effectively designed to bring about a sense of happiness or, conversely, to deter unhappiness. However, it is when this structure, so imposed upon mankind, fails to serve all its members equally that dissonance occurs.

It is when this dissonance forms that those least served by the structure of the organization should rise against it. As is true in the natural world, in order to affect any kind of change (whether to initiate a chemical reaction, set a ball in motion, or incite a revolution), a catalyst, or energy of activation must be supplied.

THE PROBLEMS ARE BEST DESCRIBED IN THE FOLLOWING BROAD CATEGORIES:

1. The lack of a long-term, fundamental vision and course for the organization. There needs to be a 'corporate' vision, that will serve as the 'rudder' to steer our ship. This vision will be broad enough to allow proper place for an 'administrative' vision, that will give energy and vitality for the administration, but be subservient to the overall corporate vision. *Where there is no 'vision' the people (organization) perish.*
2. Problems that are directly attributable to dysfunctional leadership at the highest levels. Our present leadership structure is ineffective, inefficient, and lacks genuine 'quality control.' The present structure allows leaders to be unaccountable to any hierarchical structure and creates an environment of leadership autonomy. This structure further breeds an atmosphere of dismissal and disrespect among executive leaders. We must have the courage to look at how we identify, train and prepare, set in place, and evaluate new leadership. This evaluative aspect must address proper principles of leadership conduct, morality, and discipline. It must also incorporate the method and manner in which leaders are retired and properly celebrated for their work, and delineate the method of leadership succession. This critically needed process must be devised and implemented, and must not exempt existing leaders. Today the greatest challenge of any group or organization, is the challenge of credible, visionary, accountable leadership. Quoting a 21st century church leader: *"The only hope for this present world is the local church....and the future of that church will be determined primarily on the quality of its' leaders."*
3. Our present organizational structure, whether by design or neglect, lends itself and has spawned separate, disconnected, disparate, almost antagonistic organizations. These organizations operate separately, and rarely if ever work synergistically to address critical issues. These organizations, working without national guidelines or direction, assures gross discrepancies from diocese to diocese, a weak national organization and renders us ineffective on any genuine national or international level.
4. Allied and connected to the issue of reorganization of regional structure must be the determination of *ownership of dioceses*. This must include rethinking of the need for some level of administrative, programmatic, and fiscal/financial, oversight by a properly determined, executive body to ensure quality control and proper funding and achievement of pre-determined priorities and goals.

5. We must address the issue of what is the obligation and responsibility of our organization to meeting the needs of each level of our constituency, and how to effectively communicate with them in a professional and caring manner.

QUESTIONS WE MUST ANSWER

What is our vision?

What is our mission?

What are our core values?

- What are our present priorities?
- What is the strategic plan to accomplish each priority or objective.

What should be our leadership structure?

- How are leaders identified?
- How are leaders trained and prepared?
- How are leaders designated and elevated?
- How are leaders set in place?
- How are leaders evaluated?
- ...and other relevant questions

What is the nature of our diocese structure?

- What is the purpose of the dioceses?
- Who holds the 'ownership' of the dioceses?
- How is a diocese structured?
- How is a diocese administered?
- Should there be nationally determined guidelines?
- What are the fiscal responsibilities of a diocese?
- Who determines the level of financial responsibility of churches?
- Who determines remuneration to the diocesan?
- Is there any programmatic accountability/approval?
- What is our financial commitment to International dioceses?
- ...and other relevant questions

POSSIBLE PRESCRIPTION FOR SECURING OUR FUTURE: A *PLATFORM FOR CHANGE*

A. Ethical Principles and Morality

Full implementation of the recently passed legislation regarding the Professional Ethical Principles of Bishops and Professional Code of Conduct, including but not limited to:

- Orientation and training of new bishops and executive board members, including a Bishops' Mentorship Committee and annual performance reviews!
- Training of setting Bishops and Executive Board members, including orientation of professional ethical principles, code of conduct, and grievance and sanctions procedures!

It must be recognized that there is an ethical dilemma that exist within the Executive Board and, if we are to bridge the existing chasm of mistrust and disrespect amongst us, it can only be accomplished with the expression of mutual honor toward one another, and mutual agreement of shared values, morals, and ethic conduct.

B. In-Service Training for Suffragan Bishops and District Elders

Full implementation of an in-service training program within the potential pool of Suffragan Bishops and District Elders:

- The in-service training package must be all-inclusive as it relates to preparation for elevation to the Bishopric and other skill/proficiency sets necessary to be functional in the high office of the Bishopric from basic writing skills, to basic theology and, of course, apostolic doctrine!
- Matriculation in this in-service training must be mandatory

C. Strategic Plan for Structural Change within the Executive Board

This process includes, but not limited to, structural change within the organization in general and the Executive Board in particular, and implemented within one year with additional phases and embellishments to ensue for ensuring overall success:

1. Identify of Organizational Purpose (Mission Statement)
2. Identify goals to be reached if organization is to accomplish its mission
3. Identify specific strategies that must be implemented to reach each goal
4. Identify specific action plans to implement each strategy
5. Monitor and update the plan regularly

Perhaps a planning committee can be utilized to outline the organization's mission, programs, resources, and needed support. Because we recognize internal deficiencies do exist, the committee may also analyze and identify what is working well and what needs adjustment, and identify how these adjustments should be made. This analysis or review of the organization's environment must consider various driving forces in the environment, for example, competition for titles, changing demographics between dioceses, and distribution of resources with the organization.

D. Major Organizational Issues Requiring Immediate Attention

At some point early in the strategic planning process, conclusions about what the organization must do as a result of the major issues and opportunities facing the organization are reached. At some point, consideration must be given to the following issues, to name a few:

1. Re-Structuring of the Executive Board
2. Definition of the Purpose of National Conference
3. Authority for Programming of National Conference
4. Organizational Funding & Revenue Resources, i.e., \$10 and Licensing Money
5. Re-Structuring and Recognition of International dioceses and Diocesan Bishops
6. Equitable Distribution of Financial Resources to International Dioceses
7. Elevation of Bishops
8. Retirement of Bishops
9. Elevation of Women in Ministry

WE MUST DEVELOP A CULTURE OF....

- **URGENCY** - there are urgent situations that impact the quality of life of people. *We are too comfortable!* We don't always work with a sense of *urgency* to confront, minimize and eradicate these dynamics.
- **EXCELLENCE** - we must work with diligence, quality, and accountability; sometimes we feel, *'we are good people, doing good things, that is good enough IT IS NOT!*
- **INTEGRITY** in our relationships, in our finances, in every sector;
- **HUMILITY** when you get into the land, and eat from vineyards you did not plant, do not forget the Lord your God.

We are at a critical crossroad in the life of this organization.

"....our purpose is clear; it is to define and fight for the future and soul of the Pentecostal Assemblies of the World."

The future health and spiritual vitality of our organization hangs in the balance.

We recognize the need for clear, concise, organizational change, with the clear intent to achieve God-given, Biblically mandated, goals and objectives.

The problem is defined. The solution is clearly enunciated. The need is urgent. The resolve is strong. The time is now. The change-agents are you. Stewardship of our leadership is a godly mandate.

Let's secure the future of the Pentecostal Assemblies of the World for generations yet unborn and a time yet to come.

We can do this.

Let's do it.