

CHRISTIAN MEDICAL & DENTAL ASSOCIATIONS
LOCAL MINISTRY GROUPS
DEVELOPMENT AND MANAGEMENT

One of the many exciting things taking place today in the Christian Medical & Dental Associations (CMDA) is the formulation of Local Ministry Councils around the country. Physicians and dentists are seeing the need to assume responsibility for the spiritual needs and ministry opportunities of those in their ranks. They are praying, planning, organizing, and launching out in exciting ventures of faith. Much of this is taking place through the Campus and Community Ministries Department of CMDA.

The name of our department clearly defines our purpose and methodology: we are a CMDA ministry that is *community*-based. As such, the key to our success is the community in which we desire to minister. That community is represented by the Local Ministry Council. For local ministry to take place, each community of doctors must organize and assume responsibility for the ministry that takes place in its community. Our responsibility in Campus and Community Ministries is to provide the structure, resources, and assistance necessary to make this ministry vision come true.

Types of Councils- The term *Local Ministry Council* is used rather generically here. Where it seems appropriate and more descriptive to use the term *Area Council* or *State Council*, you are free to do so. The function of the Council is the same (see *Role of the Local Council* below).

Purpose. The purpose of the Local Ministry Council is to cast the vision for and give primary direction to the CMDA ministries in its area. For this to happen, it is important that the Council has a clear sense of *ownership* and *stewardship* of the CMDA ministry in their community. This serves as a basis for motivation and action. *The local ministry is not independent of the national CMDA organization, rather an extension of the goals resources and ministry pathways of CMDA into the local community, with God directing the local doctors how they will pursue His plan for that community, utilizing all that CMDA has to offer.*

Definitions. There are a couple of important terms you will read shortly that should be defined here: Area Director and Associate Staff. Both are persons employed to assist in giving direction to the ministry of the Local Council.

- ◆ Area Director – An Area Director is a minister hired to assist the Local Ministry Council in achieving its goals. He or she is considered an employee of CMDA, but the Local Ministry Council is a vital part of the selection process. We also consider doctors who are working at least one day a week for CMDA, impacting graduate doctors (+/- students) as area directors. These doctors may or may not receive wages from CMDA.
- ◆ Associate Staff – Frequently a Local Council will wish to employ someone part time,

often one or two days a week. Such part-time employees are considered Associate Staff and are hired on a contract basis. Normally, such persons are already in ministry, either in a local church or with another Para church organization.

Role of the Local Ministry Council

As previously mentioned, the purpose of the Local Ministry Council is to cast the vision for and give primary direction to the CMDA ministries in its area. In order to be successful in this, it is very important that the Council has a clear sense of *ownership* and *stewardship* of the targeted CMDA ministry in their community, with CMDA as their platform, their source for resources and their facilitator for ministry pathways.

Cast the vision for ministry. The reason Local Ministry Council is formed is because several Christian doctors have a vision for ministry in their community. They may not know all that it entails, but they have a burden and vision for something to happen. The vision may start with an individual, but it becomes that of the Local Ministry Council.

Develop a plan for ministry. Out of that vision these doctors develop a specific plan for ministry. Will you target students? Graduates? Healthcare needs of the poor? Pastors? Missions?? What kind of activities would God have you accomplish? Will those plans require staff? Will those staff be full or part time? You need to develop meaningful, measurable goals and identify realistic means of achieving those goals. As you consider hiring staff, be specific about your expectations for that person. After the staff person comes on board, the ministry plan needs to be reevaluated with the input of the staff person. Together, set the parameters for his or her ministry and then set the person free to work within those guidelines.

Give counsel. The Local Council should serve as a sounding board for staff and offer counsel as needed. Staff must know the Council members are their friends and people to be counted on in times of need. You work together as a team.

Evaluate staff and the ministry annually. Everyone needs accountability and staff members are no different. If you have developed a realistic plan for ministry and have clearly defined your goals and objectives, evaluation is a relatively simple process. Although evaluation should be a perpetual, informal process, it should also be done formally annually. This is true for the ministry and all staff. Once a year the hired field staff should be evaluated with the following report:

Local Council Evaluation of Local Staff (Grade items II.-VIII. with scores from 1-4: 1 as “poor” and 4 as “far better than expected”.)

	Score
I. Name of local staff	
II. Communication skills	
III. Timeliness	

- IV. Leadership skills
- V. Commitment to following Council vision and strategy
- VI. Takes care of graduate doctor needs
- VII. Takes care of student and resident needs
- VIII. Effective in fund raising
- IX. Needs help in these areas

Raise the funds for ministry. Area ministries with CMDA are a venture of faith and local funding is necessary for these ministries to be successful. The raising of these funds is a joint endeavor between field staff and the Local ministry Council and the CMDA office in Bristol. Hopefully, Council members, other Christian doctors, and churches will give generously in support of the ministry and will be ready to seek funding from their colleagues. Staff members will likely have family and friends who will also wish to participate financially in the ministry. All contributors should be encouraged to know that their contributions are a true investment in lives and in the kingdom of God. It is important to note that donations are to support the position, not the person. Should a staff person leave this ministry, excess funds remain for their replacement. The national office for CMDA will help local councils in evaluating and planning their fund raising efforts and will help develop specific tools such as a case for support when needed.

The Organizing Process

Assuming you have a burden for such a ministry, how do you get started? The following suggestions will assist you in fulfilling your vision.

Contact your CMDA Regional Director. For ministry purposes, CMDA has divided the United States into five regions (see Appendix A), each with a Regional Director. The Regional Director is eager to assist you in developing a ministry in your area. It is important that you contact your Regional Director as soon as possible. The importance of the Regional Director in giving direction to the organizing process cannot be overemphasized. If you are uncertain who the Regional Director is or how to contact him, you may call the CMDA National Service Center (423.844.1000) in Bristol, Tennessee, or look up the information on the CMDA web site (www.CMDA.org).

Establish relationships. Relationship building is fundamental to any successful endeavor. It is especially true as we seek to develop effective ministry in the medical/dental community. Already, it is likely you have established relationships with other Christian doctors in your area. Now is the time to broaden the circle. Contact other Christian doctors and share your burden with them.

Not only should you establish relationships with doctors, but also with local clergy. Pastors can be helpful in giving credibility and direction to your ministry and in helping you to promote and fund it.

Meet for prayer. Now is a good time to begin to pray specifically for God's guidance. Try

to meet every two or three weeks with those who share your interest and ask God specifically what He would have you to do.

Do you have a champion? Our experience has been that no work has become effective until God has called one or two doctors within the group to passionately lead the charge. Look around and be certain that God has provided that champion, or keep praying until He does.

Form a steering committee. Once you have established solid relationships within the medical, dental, and church communities, and have sought God's clear direction through prayer, you need to ask five to eight of the most interested people to serve as a temporary Steering Committee. Invite them to an informal meeting at someone's home where you can share your vision and passion with them as a group. Group dynamics will take over, and if this is God's will, they will develop a collective vision for area ministry.

Be sure to invite your CMDA Regional Director to this initial meeting. In fact, you will probably want the Regional Director to conduct this meeting. If your Regional Director is unable to attend, obtain his advice as to the agenda and format. He will be able to share what is happening elsewhere and answer many of your questions. Again, the role of the Regional Director is very important in this process.

As you meet with this group, there are several key and leading questions you should ask. Some of these might include:

- Why have a fellowship of Christian doctors? Why CMDA?
- What are the needs of our colleagues and students in our area?
- What are the ministry needs in our community?
- What are the missions possibilities with our doctors?
- What is our responsibility as Christian doctors?
- What does God want us to do?
- What can/should we do about it?
- How can we do it?
- If we don't do it, who will?
- How can we organize ourselves?
- Who will train us?
- What resources do we need?
- How much will it cost?
- Do we need full-time or part-time staff to assist us?
- How will this person be supported?
- Where do we go from here?

Perhaps not all these questions can be answered at your first meeting, but the seeds of thought have been planted. Hopefully, the answer to the last question will be, "Let's do it!" When that happens, the group should elect a chairperson. This should be a CMDA member and not a member of the clergy. Conclude the meeting with a time of prayer for God's direction.

Develop plans with the Steering Committee. Soon after the initial Steering Committee meeting, when it is clear the committee wishes to move forward, the committee should meet again to develop a plan of action. But this plan of action needs to be preceded by intense prayer for God's clear direction. The Steering Committee should plan to meet weekly or bi-weekly to pray for a few weeks. During this time ask for God's clear direction—and be open to it. He may direct you in ways you never considered.

After a month or so, hold an official meeting of the Steering Committee and begin to put formal plans together. There are six primary issues that need to be decided upon soon.

- God's vision for service.
- Leadership over the next two years
- Whether to hire a full-time or part-time person
- Who the person should be
- What the budget should be
- How to fund the budget

Goal Setting. It has been said that if one fails to plan, he is planning to fail. An important part of the planning process is setting specific goals, often with timetables for achievement attached. As an example, one goal could be to have 100% of the ministry funds raised by a certain date. Another goal might be to have a student chapter organized and functioning by a certain date. Once goals have been established and you know where you're going, a strategy can be devised to achieve each goal.

Hiring an Area Director. It is very reasonable to initiate God's vision for your city with only volunteer medical personnel. In fact many areas in the country have a doctor who volunteers his or her time one day or one half day a week to champion the CMDA effort in a town without hiring ministerial staff. A secretary hired by the local council to aid this doctor is very helpful. Some cities have doctors become the full time or part time paid staff. Most commonly, a part time or full time minister is hired for the work. Above, in the introductory paragraphs, we describe the difference between area directors, associate staff and doctors in ministry.

When the decision is made regarding hiring a person full or part time, the search process begins. Your Regional Director will assist in giving direction to the process, especially in finding potential candidates. Qualities that are desired in a local staff person are: a good communicator to graduate doctors and students; one who fosters respect from doctors; energetic; creative; good administrative skills; a passion for work with both students and graduate doctors, if students are involved; stable in marriage, if married, with spouse committed to the work; effective fund raiser; experience with student work or doctors; In voting to hire staff, don't expect unanimity. This may seem admirable, but it is unrealistic. You will likely miss out on a number of excellent candidates if you wait for unanimity. If the Regional Director recommends a certain person to you, give very serious consideration to this recommendation, since the Regional Director is in the best position to know what is needed for one to be successful field staff.

The hiring of an Area Director or Associate Staff is a joint process between the Local

Ministry Council and CMDA. Both must agree upon a person before he or she can be employed. Thus, the Council's selection will often be interviewed at the national office by the Director of Campus and Community Ministries and others. The person becomes an employee of CMDA and as such is accountable, not only to the Local Council, but to the CMDA Regional Director, and to the policies of the organization. This is important for reasons of liability, financial controls, tax deductions, training, and cross-pollination.

Budget Items. Your Regional Director will assist you in putting together a budget for your area. Of particular concern will be the compensation package for the Area Director. You will be provided with a document entitled, "Salary Guidelines for Area Directors," which will assist you in providing adequate compensation.

Some basic budget items to be considered include:

- ◆ Salary
- ◆ Health Insurance
- ◆ Life Insurance
- ◆ Workman's Comp
- ◆ Pension
- ◆ Equipment Depreciation
- ◆ Travel
- ◆ Telecommunications
- ◆ Meetings and Events
- ◆ Postage, office supplies and equipment
- ◆ Office rent (if necessary)
- ◆ Brochures and Promotion
- ◆ Resource Materials and Subscriptions
- ◆ 10% of total package to cover administrative costs in Bristol (a package that costs Bristol, and saves you 15% in time and money)

Contact the area CMDA membership. After the Steering Committee has developed an organizing plan, it is time to contact the area CMDA membership. Actually, you may wish to do this earlier in the process to solicit prayer and to inform them of progress. At the request of the Regional Director, the Data Processing Department at the CMDA National Service Center will generate a list of CMDA members in a specified area, including mailing labels if you request them. Use of the CMDA mailing list is strictly controlled for the protection of its members. A new list should be requested each time a mailing is desired in order to have the most current addresses.

Doctors on the steering committee should also brainstorm and come up with a list of their colleagues who are Christian and might be interested in the ministry.

A letter or e-mail should be sent to CMDA members and these other Christian doctors you know who may be interested, inviting them to attend a meeting. The letter should include the following:

- An explanation about the forming of the Steering Committee
- The names of the members of the Steering Committee

- A synopsis of the vision the committee has for ministry in the target area
- An invitation for them to attend a Local Ministry Council organizational meeting
- The goals of the organizational meeting
- Time and place of the meeting
- Length of meeting
- Directions to the meeting place

Despite this important letter, **the key to attendance at the meeting will be follow-up phone calls by the steering committee members, doctor to doctor to ask for commitment and then a reminder by e-mail or fax on the week of the meeting.**

Hold the meeting. The primary purpose for this meeting is to officially organize the CMDA Local Ministry Council for your area. You should do as much of the following as possible, although the newly formed Local Ministry Council may wish to delay action until a later date when all the members have had the opportunity to evaluate the progress to date.

- Have the Steering Committee give the history of what has taken place thus far and share the vision they have for ministry in this area.
- Vote to officially organize the CMDA Local Ministry Council. The following section, *General Guidelines for Local Councils*, gives further information on Council membership.
- Elect officers, including chairperson, vice chairperson, and secretary. These officers must be national CMDA members. Additional officers can be elected as there is need.
- Act on the budget proposed by the Steering Committee.
- Act on the Steering Committee's recommendation of the person for the position of Area Director or Associate Staff, assuming it is prepared to recommend one.
- Initiate plans for Council training. Your Regional Director will be happy to meet with the Council at some point in the near future to assist in training how to raise funds, plan for ministry, work with staff, and evaluate.

Get formal recognition from CMDA. Once you have voted to officially organize the Local Council, you should notify the Director of Campus and Community Ministries through your Regional Director and request formal recognition by CMDA. As soon as a ministry plan is developed, it should be submitted to the Regional Director, who will forward a copy to the Director of Community Based Ministries. Hopefully, you will have worked through this process with your Regional Director.

Raise the funds. In describing the purpose of the Local Council earlier, two significant words were mentioned: *ownership* and *stewardship*. The true owner of this ministry is God. But He has entrusted the ministry to you and He expects you to be good stewards of it. So, on

the *human* level, you own this ministry in partnership with the CMDA ministry as a whole.

It is the responsibility of the Local Ministry Council, in conjunction with the Area Director, to raise the necessary funds for this ministry. Where will these funds come from?

- ◆ *Members of the Local Council.* Members of the Local Council should be willing to commit their time, talents and treasure to make the ministry successful if they feel that God has called them to this ministry at this time in their lives.
- ◆ *The Area CMDA Membership and local Christian doctors.* The entire CMDA membership in the area being served should be given the opportunity to invest in this ministry. Also, there are other interested Christian doctors you should contact. Make a list of Christian doctors each of the members of the Local Ministry Council knows and plan to contact them personally.
- ◆ *Local Churches.* Earlier the importance of building relationships with pastors was mentioned. Many pastors and their churches would be pleased to invest financially in your CMDA ministry. It is possible the church's Mission Committee would include your ministry in their annual budget. A good starting point is the local churches of Local Council members.
- ◆ *Local Hospital Foundations.* Nearly all hospital have foundations, many of which may be willing to contribute to your CMDA ministry. National Foundations should not be approached without first consulting with the CMDA Director of Development. Non-coordinated efforts are viewed poorly by foundations, thus jeopardizing all efforts.

A few fund-raising ideas would include desserts, home meals and/or meetings, and health fairs, golf tournaments. But the most important source of fund raising is the personal appeal of doctors in the local council to doctors in the community. Local council leaders should be asked first to give and then they should be given 5-10 names of community doctors who they can contact with the Case for Support and a personal endorsement of the ministry.

A Case for Support that outlines the goals, achievements and budgetary needs of the local and national work can be developed in cooperation with the Director of Campus and Community Ministries and the Advancement Office in Bristol. It is very helpful to have this as a tool to explain your needs to churches and other Christian doctors.

Remember that networking is very important in building any ministry, especially when it comes to raising funds to support the ministry. Therefore, it is important to establish relationships at church, Christian Businessmen's Associations, service groups, ministerial associations, and through as much community involvement as possible. People are more likely to give to your project because they know you personally than because it is a worthy project. Because of this, Area Directors will send sponsors cards monthly to those who contribute to their ministry. These cards have the Area Director's picture on them and provide an easy way to send in support the next month.

General Guidelines for Local Ministry Councils

The fundamental concept behind a community-based approach to ministry is to give ownership on the local level. No one understands the needs and concerns of doctors and students in a particular area better than those who live and work among them. That's why we begin with the Local Council.

However, there needs to be a level of direction from CMDA for accountability, input, and consistency. In addition to giving a high degree of credibility and name recognition to your ministry, CMDA is able to offer a wealth of experience and resources, and your actual ministry cost is reduced because of CMDA's ready-made infrastructure.

The following guidelines are not meant to be restrictive, but to assist the Local Council in working with the Area Director and to assure that the ministry is consistent with the goals and policies of CMDA.

Size of the Council

The question frequently arises, "How many members should we have on the Local Council?" There is no clear answer to this since several factors can determine the number. But a ballpark figure would probably be anywhere from 15 to 25 people on the Council. Physicians and dentists, as you well know, are a busy group and it can be difficult to get everyone together at the same time. Most Local Councils have found that the larger number allows for a smoothly functioning Council, even when many are unable to attend a particular meeting. However, the members of each Local Council know their needs best and must determine what works best for them in their situation.

Council Membership

You may wish to involve some people on the Local Council who are not CMDA members. You may even wish to include some pastors. As mentioned earlier, pastors can be helpful in giving ministry insight and in helping promote and fund the ministry. However, the officers of the local council must be national members of CMDA.

The Regional Director, Area Director, or Local Council members are free to recommend people for membership on the Local Council. After the initial Council is formed, a potential, new Council member needs to receive a 2/3 affirmative vote by those present to be elected to the Council.

Members of the Local Council should be men or women who are totally committed to the vision of the Council. They should be willing to commit their time, talent, and treasure to the endeavor. If potential Council members are not willing to make this commitment, then others should be found who are.

Council Meetings

Time is the most precious commodity for most doctors, so you want to hold council meetings only when necessary to accomplish God's mission. When getting started, monthly meetings are probably required. After the process is in place it is probably ideal to meet every two or

three months with additional meetings around special events and fund raising. Each meeting should have a clearly defined agenda, have an inviolate starting and ending time, have built in time for prayer and brief Scripture reading or devotional and have a time available for fellowship after the business is completed for those who can stay.

Officers

All officers of the Local Council must be active members of Christian Medical & Dental Associations.

Budget

The Local Council is responsible to raise the money for the area budget. CMDA will assist with as many resources as possible, but the Local Council is ultimately responsible for raising the money. All funds are to be sent to the National Service Center in Bristol, Tennessee.

Financial Guidelines for Chapters:

There are two pots of money that need consideration. If a local council has a hired area director or associate staff, that council will need funds for his/her salary and benefits as well as funds for his/her proposed programs. These funds are provided by the local doctors and sent to CMDA.

A chapter can also collect donations to cover chapter activities that are not covered by the area director's budget. Chapter activities for which these funds can be used include banquets, meeting refreshments, mailings, and speaker reimbursements that have adequate receipts (if these are not covered in the area director budget). This does not include paying salaries, contract labor costs, providing scholarships, or paying honorariums to speakers. These activities fall under many IRS rules and guidelines and require proper reporting to IRS. If the need to make such payments arises, please discuss this with the controller of CMDA or the Chief Financial Officer.

The chapter usually handles its own finances not falling under the budgeted monies of area directors. These local funds should be accessed only by the officers and not the local CMDA field staff. In order for an organized CMDA chapter to have its own checking account, an officer must request that the controller of CMDA (at the National Service Center in Bristol, TN) apply on their behalf for a Taxpayer Identification Number. After receiving their number, the chapter can open an account at a local bank. The CMDA field staff should not be able to sign on the chapter account.

A chapter **can** issue receipts for donations it receives if the receipts are in compliance with IRS regulations. The receipt should state that no goods or services were received for the donation. A donation receipt cannot be issued for registrations, banquets, trips, etc., for which a benefit was received. If the amount given is for benefits received, but also has a donation included, a receipt can be given as follows: a receipt is given for the entire amount that clearly designates only the amount for which no goods or services were received as the donation amount. If in question, please call the CMDA controller or CFO.

All chapters must be included in a 990 informational return. Chapters with \$25,000 in annual receipts must file a form 990. It is rare for a chapter to have financial activity of \$25,000 or more. Projects involving substantial finances should be approved by the Director of Campus and Community Ministries. Those chapters with less than \$25,000 in annual activity may have the Bristol office include their chapter in the Group 990 return. To be included in the group 990, the chapter must return their financial information to the Controller's office of CMDA no later than July 31st. (Please call the controller prior to June 15th with mailing information so that a simple finance form can be sent to you for completing and including in CMDA's group 990 return.)

A chapter may not make a commitment or contract on behalf of Christian Medical & Dental Associations (above the chapter level) without the approval of either the Executive Director *or* Associate Director *and* the

Chief Financial Officer. Contracts binding CMDA as an organization shall be signed by one of these three persons as the official representative of CMDA.

IMPORTANT NOTE: Each chapter should keep the Director of Campus and Community Ministries informed of new officers and their addresses.

Employing the Area Director

The Area Director has a peculiar role in that his or her accountability is to both the Local Council and to the Regional Director. Therefore, the responsibility for employment is a shared venture, although the Regional Director will give the needed direction to the process.

In hiring, both the Local Council and CMDA must agree on the person. If either the Local Council or CMDA finds a candidate unacceptable, the person will not be hired. Generally, the candidate will visit the National Service Center in Bristol for an interview with the Director of Community Based Ministries and others. This visit will be at CMDA's expense.

Associate staff is employed by CMDA as well but usually is also working for other ministries. Generally, the supervision of that staff by CMDA is through the regional director.

Dismissing the Area Director

In the case of the unfortunate need to dismiss an Area Director or associate staff, either the Local Council or CMDA, after mutual consultation, may make that decision. CMDA has at-will employment.

Salary of Area Director

Although the Local Council is responsible for raising the support, the Area Director is an employee of CMDA. Therefore, salary, benefits, and general personnel guidelines will be in keeping CMDA policy. This is important to keep consistency among the field staff. A copy of the salary guidelines policy will be provided to you by your Regional Director.

Payment of Salary

As you have already seen, the success of area ministries is possible only as CMDA members give their financial support. The entire budget, including the salary for the Area Director, is dependent on their faithfulness in giving. These funds are separate from the national CMDA budget. Therefore, CMDA has no money for your area ministry unless you give. All donations earmarked for specific local ministries are faithfully accounted only to that purpose after a 10% administration cost is removed.

This presents a unique situation for payment of compensation. It is similar to faith mission agencies, where missionaries are responsible to raise the necessary funds for ministry, but cannot be paid unless the money comes in. Consequently, the following plan is followed for payment of Area Directors.

Each pay period (CMDA issues paychecks semi-monthly), the Area Director will be paid the amount of support agreed upon. Excess funds will go into the ministry account to provide for non-salary items and to supplement those months when income falls behind. If a deficit begins to develop in the Area Director's account, the Director of Campus and Community

Ministries will contact the Area Director and the Local Council and work with them to design a plan to eliminate the deficit.

The Director of Campus and Community Ministries and/or Director of Finance and Administration will be happy to discuss this in further detail if you have additional questions.

ADMINISTRATIVE ASSESSMENT

All donations to area ministries are subject to a 10% administrative assessment, 5% of which goes to the Region that serves the Area ministry. The 10% amount is at the low end of the scale for Para church organizations and is beneath the actual cost of the services provided were the area ministry to seek this assistance elsewhere. Some of the services provided include:

- Deposit funds (bank charge)
- Print receipts for donors
- Outsourced payroll administration cost
- Administer dental insurance
- Administer pension plan
- Administer health insurance
- Administer other employee benefits
- Deposit to 403B plans
- Handle expense reports
- Financial reporting
- Provide individual checking account
- 2% charge to CMDA for credit card transactions
- Reconcile bank statements
- Produce donor reports
- Mail financial statement and donor reports to Local Council
- Mail financial statement and donor reports to Area Director
- Accounting personnel support
- Postage and printing of an annual appeal
- Process credit card transactions
- Set up and process automatic drafts
- Furnish initial computer to some Area Directors
- Provide computer hardware support
- Provide computer software support
- Provide food and lodging at annual meeting
- Liability insurance coverage for the Local Council members and staff

You will notice that some of the items in the above list (e.g., pension, health and dental insurance) relate only to Area Directors and not Associate Staff.

Beginning of Employment

The following two criteria must be met before an Area Director may begin employment with CMDA:

- The Local Council has been organized.

- At least 80% of the person's annual support has been raised.

Individuals may (and hopefully will) begin contributing to the ministry immediately after organizing and before an Area Director is hired. These pre-employment funds will be used for start-up costs, relocation expenses, building a reserve, and any incidental expenses.

Not a Board

By organizational policy, CMDA has only one Board. The Board of Trustees is our governing body. The Board then delegates authority to Councils, Commissions, Committees, and administration. Authority to oversee specific local ministries is delegated to Local Councils.

Ministry Evaluation

Accountability is important for everyone: Generals and Privates, CEOs and janitors. It is especially important for clear direction and evaluation in ministry, even though certain outcomes are difficult to evaluate. We will ask you to yearly provide CMDA with an evaluation of your local staff. That will help you hold the staff accountable in a way that is not relationally difficult.

Conclusion

You are about to embark on an exciting, rewarding, and life-changing venture as you organize your Local Council and reach out to the medical and dental communities in your area. The Community Based Ministries department at CMDA is prepared to assist you in any way possible to make your venture a successful one. For further information or resource material, contact your Regional Director or the Director of Campus and Community Ministries at the address below.

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