

## Residency Plan

### Goal of the Crossroads' residency program:

Crossroads' goal is to help raise up the next generation of pastors by providing training, experience, and mentorship.

Our aim is for this program to:

- Help the resident grow and generate healthy habits that will extend decades into his or her ministry.
- Provide space for our church and staff to benefit from both the missional DNA of the program and the unique talents and gifts God has bestowed upon each resident.

### Who can apply to be a pastoral resident?

The program is designed to serve seminary graduates who possess a long-term calling to senior pastoral ministry within the US and demonstrate strong leadership aptitude. All applicants should also meet the general requirements of each staff member at Crossroads:

- Be a growing follower of Jesus Christ
- Agree with the Crossroads Statement of Faith
- Be devoted to prayer and growing in God's Word – passionate about being both a hearer and doer of the Word
- Be making his or her own marriage and family a priority
- Possess a passion for personal growth and ministry service
- Be able and passionate to mentor and disciple others
- Be able to set goals, implement processes to meet those goals, and manage time appropriately
- Be a contributing team member, able to give input and accept the input and critiques of other team members
- Possess and adhere to both the conduct and character expected of a pastor

*Note, in some instances an exception will be granted, allowing members of our body who have significant life and work experience to begin the residency before graduation.*

### How long does a residency last?

The program is 2 years in duration, typically starting each September 1st. Although rarely a more permanent position might arise upon completion of the program, the intention and norm will be for the residency to conclude at the 2-year mark.

It should also be noted that this is a bi-directional commitment. While our residents are given time and resources to seek placement as their residency enters its final six months, the expectation is that the



resident will honor his or her commitment and not seek employment prematurely without explicit blessing from the elders at Crossroads.

### **What does the application process look like?**

Applicants are invited to submit a resume and call to ministry starting the first week of January in the year of their prospective residency. Crossroads will review all applicants and conduct all necessary interviews before bringing the candidate(s) before the elder board for a final formal interview. It is our hope to complete this process as quickly as is prudent so the resident can finish school without focusing on his or her placement.

### **Seminary Partnership**

Crossroads is a firm believer in the benefits of theological education, especially when paired with experiences within the local church. It is our belief that these two entities complement one another, and each play a unique role in the development of a pastor.

Due to the church's proximity and relationship with several professors, staff, and students, Crossroads naturally has a connection to GRTS (Grand Rapids Theological Seminary). Thus, it is expected that many of our resident candidates will arise through that partnership. However, it should be noted that this relationship does not preclude applicants from outside of that community from applying and participating in the residency.

### **What does compensation look like for a resident?**

Each resident will be paid a full salary and benefits according to education, experience, and role. This compensation includes but is not limited to full health and dental insurance, retirement contributions, books and other resources, meals with congregants, continuing education, conferences, and retreats. A full listing of benefits can be found in the Crossroads Employee Handbook upon request.

### **What role does a resident play?**

The resident must be able to play two key roles. One, the resident is to be paid and treated as a pastor and given a key ministry area to own and lead. Additionally, each resident will also embody the role of learner, or pastor-in-training. This residency is designed to help teach and cultivate healthy habits and leadership giftings within the resident. Crossroads is committed to growing our residents as much as healthily possible during their residency. As such, they will be let into higher level meetings than normal and be and exposed to key staff members and leaders. Balancing these two roles will provide some unique challenges, but our staff are committed to helping the residents strike that balance well.

Crossroads has two pastoral residency roles:

1. Resident Equipping Pastor – hiring in 2021, 2023, 2025 Lord willing
2. Resident Young Adults Pastor – hiring in 2022, 2024, 2026 Lord willing

Position Focus Sheets for these roles are found on the final two pages of this document. The hiring process each year begins in January with Residents starting in June each year.

### What does a typical week look like?

Each resident will be expected to work approximately 45 hours a week. Since a residency by nature will require several different roles, the expectation is that 20-25 hours will be spent in a direct pastoral role, 10 hours will be spent in typical meetings and duties as a staff team member, and the final 10-15 hours will be spent in resident enriching activities.

The following is a breakdown of what a sample week might entail:

**Monday:** The morning will start with an opportunity for some enrichment. For example, the resident might choose to spend some time reading and praying in the prayer room. From there, the resident will plan out his or her week, catch up on emails, and make any outstanding phone calls needed. The afternoon will be spent pastoring in the ministry area assigned to the resident. This will obviously look different based on the area and given week.

**Tuesday:** As a full member of the preaching team, from 9 until 10:30am the resident will participate in our Preaching Meeting. In this meeting, the preaching team (comprised of 6-8 leaders on staff, including the Senior Pastor) will study the passage in depth, offering insights and observations for this upcoming week's preacher. From 10:30 until noon, the resident will participate in our Design Team Meeting where the following week's gathering is crafted, feedback from the following week is offered, and any creative elements are talked through. The afternoon will be spent meeting with the Residency Coordinator or shadowing a member of staff or the community to learn about his or her role and glean from their experience.

**Wednesday:** This is a day for pastoring in one's designated area. Each week this might look a little different, but the hope is that the resident is meeting with people, writing curriculum, praying, and generally doing whatever is necessary to lead this ministry. Each 2<sup>nd</sup> & 4<sup>th</sup> Wednesday of the month the resident will join the elders as they gather for their meeting\* in the afternoon. He or she will not be voting members of the board but will be privy to all conversations that staff elders are a part of.

*\*Note – The resident will attend all elder meetings year one of their residency and then attend once per month in year two as their overall meeting schedule increases.*

**Thursday:** The morning begins early with a time of debriefing the week and elder meeting with the three staff elders (currently the Senior, Executive, and Associate Pastors). Several important meetings for the resident immediately follow this breakfast. The weekly Flow Meeting, where Sunday's final details are quickly confirmed, followed by the All-Staff Meeting every other week or as scheduled. This is where we as staff spend time praying for the needs of the body, connecting relationally, and chatting through any necessary details or enrichment opportunities. The afternoon will look different based upon the week, with time spent with other ministry leaders in our Team Lead Meeting, spending time with the Executive Pastor to learn more about faith and economics, or pastoring in his or her ministry area.

**Friday:** Sabbath – the expectation is that no work be allowed to spill into today. Rest!

**Saturday & Sunday:** Saturday evening and Sunday morning services provide great opportunities for ministry for the resident during the gatherings. This is the best time to connect with the body as they are all present. Additionally, the resident will be expected to lead various elements of the service, whether it be welcoming people, announcing any connecting opportunities to the body, serving communion, performing baptisms, preaching, etc... Sunday afternoons also make great opportunities to connect with people from the body over lunch.

### **Menu of resident learning experiences**

Discipleship cannot be reduced to a one-size-fits-all approach. Each resident will come in with his or her own giftings and prior experiences, as a result, Crossroads is committed to creating a customized program for each resident. Although many of the main tenants will remain consistent, each resident will be allowed to help tailor his or her experience by working with the Residency Coordinator and the senior leadership to select various optional enrichment opportunities. Below is a list of just such opportunities. While this list is neither exhaustive nor are all elements considered mandatory, it is designed to help guide that customization process.

- A trip to either Israel or Greece, Turkey, and Rome to serve alongside Rod and Libby as they guide people from Crossroads on an intensive discipleship experience (limited to once a residency)
- Bi-weekly elder meetings
- Observation of staff leading in a variety of settings
- Let in on conversations about high-level issues and any attempts to correct them
- Preaching on a Sunday
- Time with other local churches' leadership teams (Redemption City, TMC, etc...)
- Opportunities to audit classes at GRTS or Calvin Seminary
- Teaching an equipping elective
- Watching Rod teach his week-long class at BSHOP and debriefing with him afterward
- Preaching lab – where the resident can preach and both receive feedback as well as provide it for other young preachers
- Time with other staff leaders to ask questions and glean from their experiences
- Time to visit congregants at their work and with their families
- Perform baptisms
- Perform child dedications
- Help people get connected by being a host at the Connections Center on Sunday morning
- Attend workshops put on by various ministry leaders on staff
- Preach at another local church or ministry
- Mentor a couple through their premarital counseling
- Participation, as well as leadership opportunities, in the Future Pastors Group where young people are given exposure and training in pastoral ministry

- Book studies with other Crossroads and local leaders
- Disciple a small group of young men or women from the church
- Time with non-staff elders for questions and growth
- Discipleship with residency coordinator
- Opportunities to co-counsel with associate pastor or marriage director
- Weddings and funerals – observation or facilitation
- Hospital visits with other staff members
- Silent retreat
- Conferences for additional growth and training
- Year 2 attend a conference purely for networking and placement opportunities
- Resident coordinator will attempt to open doors for the resident to spend a few days with a respected domestic church and their leadership
- Staff retreats
- Resume building and job interviewing help
- Real case studies from the history of Crossroads and present
- Preach/teach at young adult's, men's, youth, women's, children's ministry, etc...
- Take turn on the Crossroads crisis calendar for any emergencies
- Personal or marital counseling – each staff member is entitled to free counseling and encouraged to utilize this benefit as needed
- Meet with Tony Suave, the church's financial planner
- Work with the care department on benevolence situations
- Lead a staff meeting
- Join local chapter of Made to Flourish
- Participate in or lead a house church
- Sit with Steve and the elder treasurer as they plan next year's budget
- Serve as the Pastor on Duty during the Sunday gatherings
- Take part in or help lead our Gospel Transformation Groups – a 7-week course helping people establish a Gospel Identity and experience healing from past wounds

### **Unique emphases of residency**

As one considers a residency at Crossroads, it should be highlighted that while a residency at Crossroads includes many of the expected elements, a few unique components should be highlighted. For example, Crossroads is committed to the development of healthy habits and the working through of any large unprocessed wounds during one's residency. The rationale behind this is simple, too many pastors are burning out, having moral failures, or otherwise leaving the ministry. Consequently, we believe one of the greatest gifts we can give a resident is the space and help to develop healthy and sustainable habits while also being provided the environment, encouragement, and tools to examine one's own heart before stepping into helping congregants to examine their own.

A second key area for Crossroads' residency program is the intersection between faith, work, and economics. Although this remains an essential area for all residents to explore, we see an even greater



necessity for those coming straight from undergrad to seminary to residency. Helping a resident to understand how to connect Sunday to Monday is imperative in the development of both his or her ministry giftings and personhood. Much of this will be accomplished by time spent with elders, congregants, discussions with the pastoral staff, as well as through the partnership with Made to Flourish. Each resident will be expected to join the Made to Flourish network and attend local functions.

A third component of the residency is the opportunity to learn from other churches and leaders as well. Crossroads has several strong church partnerships around the city. Although the residency is designed to be an immersive experience into Crossroads culture and ministry, this does not preclude the resident from having opportunities to glean from these sister churches and their staffs. As such, it is expected that a small amount of time (40-50 total hours) be spent observing another staff and gleaning from their senior leaders during the 2-year residency. While minor in time commitment, it is our belief that this time will bear significant fruit in the lives and ministry of the resident.

Finally, Crossroads is uniquely equipped to help each resident better understand the cultural backgrounds of the Bible. While each church has its own strengths and specialties, this is one element where Crossroads shines. Our senior pastor and his wife, Rod and Libby VanSolkema, have not only spent time living and studying in Israel, they also lead discipleship-oriented study tours every year to Israel, Turkey, Greece, and Rome. These trips provide a perfect incubator for the resident to observe intensive discipleship, trip leading, as well as the cultural backgrounds surrounding Scripture.

### **Care for residents and their marriages**

We recognize that a call to vocational ministry often starts after a difficult season of schooling and sacrifice by our residents and their families. In order to best prepare the resident for full-time ministry, we believe it's important for them to work through and to dig into their emotional and relational health individually and in their marriage with a licensed professional, in a safe and confidential environment.

**For the resident:** We cover one session per month over the course of their residency with a licensed professional approved by the residency coordinator.

**For the marriage of the resident:** We cover an additional one session per month over the course of their residency with a licensed professional approved by the residency coordinator.

We require a mental health assessment. As individuals being called into the deepest places of other's lives, we want to ensure that the resident is aware of any unhealthy tendencies.

We will require the licensed professional to offer their recommendation of the individual for ministry. Beyond that, no sharing of updates or information is necessary between the church leadership and the licensed professional unless agreed upon by all parties for clear purposes.



If the individual, spouse, or marriage requires additional help that will be covered by the resident. In the case of extreme financial need, they can approach the residency coordinator for consideration of additional assistance.

We also believe that transparent community is a vital piece to emotional and spiritual health. For this reason, we strongly encourage our residents to establish a mentor relationship with an individual and/or couple to provide an environment where they can be fully known.

### **Over-arching residency schedule**

**First 6 months** – The resident should expect to spend the first 3-6 months:

- Getting used to the daily life and weekly cadence of vocational ministry
- Laying out a path to fulfilling all the residency learning opportunities and requirements
- Learning the responsibilities of the role they adopted from the previous resident
- Getting God's heart for Crossroads and how to use their unique gifts and talents to shape that role

**Next 12 months** – The next 12-15 months of the residency will be characterized by:

- Feeling the full weight of the role and what God's called you into
- Leaning into the personal and family counseling
- Executing the ministry vision and plans you've developed
- Getting a solid grasp on every area of ministry Crossroads is called to

**Final 6 months** – You'll wrap up your residency in these ways:

- Participate fully in the hiring of your replacement
- Completing requirements and counseling
- Preparing the body and your area of ministry for what is next
- Seeking God for what he has next and actively searching for that role

### **Evaluation and philosophy of ministry one-pagers**

One of the hallmarks of a successful residency program is the opportunity for growth through feedback. Crossroads will seek to provide honest, constructive, and encouraging feedback throughout the residency, based on the resident's performance, leadership style, staff relationships, and personal growth goals.

The resident, throughout the program will create a series of one-pagers which represent their reflection on the Crossroads' areas of ministry and their philosophy of that ministry area. These are documents they will carry forward in their own ministry and represent to others how God has shaped them to think. Here is the list of ministries:

- Word/Preaching, Benevolence, Worship, Men's, Women's, Young Adult's, Student's, Kid's, Small Groups, Missions, and Operations.

The work will be self-directed and reviewed by the elder board as a final part of their residency.



The Residency Coordinator and senior leadership will provide feedback both informally, as things arise, as well as more formally at 4 specific points during the residency – every six months with an exit interview serving as the capstone of feedback for the residency.

These formal reviews will take place with the Senior and Executive Pastor, Team Leads and Elder Chairman.