

Review of the School of Ministry Report of the Task Group

1.0 Executive Summary

1.1 Context and Purpose

This report presents a summary of the work of a Task Group established by the Council of Assembly to develop a proposal for Ministry Training that will meet the current and foreseeable needs of the PCANZ. The recommendations contained in this report represent the unanimous view of the Task Group and are directed towards the establishment of an effective and sustainable model of ministry training.

The proposals recognise and are responsive to the changing shape of the church in the contemporary world and provide a model for ministry and other leadership training that extends beyond the traditional focus of the School of Ministry on National Ordained Ministry.

1.2 Task Group Membership

Mr Peter Winder (Convenor until April 2006)
Rev Dr Murray Rae (Convenor from April 2006)
Rev John Daniel
Rev Chris Elliot
Mr Eoin Powell
Rev Martin Baker (from December 2005 as the new Convenor of the Leadership Sub-Committee)

1.3 Overview of the proposed future for Ministry and other Leadership Training in the PCANZ

The Task Group proposes a bold initiative to transform the School of Ministry into the Centre for Christian Leadership. While the proposed Centre will retain a strong focus on the provision of training for ordained ministers within the PCANZ, its work will be expanded to include the provision of training for a wide variety of leadership roles across the whole church.

The existing facilities of the School of Ministry at Knox College, Dunedin will be retained as the principal base of the Centre for Christian Leadership and its programmes, but training programmes will also be delivered at various venues around the country thereby increasing the accessibility of the training, minimising disruption to those undertaking training, and utilising the resources of the wider church more effectively.

The training of ordained ministers will no longer be delivered through a two-year residential model, following a three year foundational degree, but through the combination of a foundational theological qualification and formational programme, intensive block courses, distance education and a ministry internship normally of two years duration, supported by trained and accredited supervisors. Throughout this process, normally of five years duration,

students and interns will be actively engaged in a tailored programme of ministerial formation that will include, through regular meetings with other students, interns and staff, a strong emphasis on the development of community with others who are undertaking training for ordained ministry.

The Centre will also develop and source programmes to facilitate the continuing professional development of church leaders, including programmes for refreshment and retreat for those in ministry positions.

The mission of the proposed Centre will be:

- To ensure that provision is made for the training needs of ordained ministers and other Christian leaders throughout the church.
- To offer opportunities and support for on-going professional development and ministerial formation for all those involved in ministry within the PCANZ
- To provide programmes for retreat and refreshment of ordained ministers and lay people involved in Christian leadership.
- To work closely with Te Aka Puaho, the PI Synod and the Council of Asian Congregations in the delivery of appropriate training for ministry within the PCANZ.
- To co-operate as appropriate with our ecumenical partners and with other training providers in the execution of these tasks.

1.4 Schedule

It is proposed that the new model of ministry training and formation be phased in over the next two years with establishment and transitional arrangements being made through the remainder of 2006 and throughout 2007. Transitional provisions for students already in training or due to commence training in 2007 are the subject of continuing consultation with School of Ministry staff, students and other interested parties.

Recognising that the School of Ministry has been without a Principal since October 2005, the Task Group recommended to the Council of Assembly that the process of appointing a Director of the new Centre be begun prior to the Assembly under the clear understanding that any appointment would be, subject to the approval by the General Assembly of the proposals contained in this report. Subject to such approval, it is hoped that the Director will be available to take up the position in January 2007, or as soon as possible thereafter.

1.5 Terminology

Training: This report concerns itself with preparing people for a diverse range of Christian ministries and leadership roles within the Church. The term 'training' is used to designate this process, not to imply, as some have suggested, that preparation for ministry may be reduced to the impartation of skills. As was spelt out in the background addendum to the report, and is referred to at several points in this report, training for ministry requires the integration of a number of components including the academic study of theology, spiritual, ecclesial and

personal formation, the nurturing and development of gifts for ministry, and the development of particular competencies.

Leadership: The term 'leadership' is used in this report to cover a range of roles within the life of the church — extending well beyond ordained ministry of Word and Sacrament — that require training and development through disciplined programmes of study and formation. Some see the term 'leadership' as being inappropriate, at least in respect of ordained ministry which should rather be conceived in terms of service. Ordained ministry clearly does involve the provision of leadership in the Church, however, and the Presbyterian Church has for some years now endorsed the concept of 'servant leadership', the purpose of which is to encourage and nourish the priestly activity of all members of the body of Christ. The use of the term 'leadership' in this report therefore implies no diminution of the concept of the minister as a servant of Christ within the Church.

Continuing Professional Development: This report proposes that the Centre for Christian Leadership should provide support for the ongoing study and ministerial formation of ordained ministers and other leaders in the Church. Such development has usually been called 'continuing ministry formation' but the term 'continuing professional development' is commonly used and understood in the wider community and is used here to draw attention to the fact that such ongoing formation and development is comparable to and certainly no less important than the continual learning and development required in other vocations.

Review of the School of Ministry

The Task Group acknowledges that the name given to its task is somewhat misleading. While it received detailed information about the present programme of the School, the Task Group was not required to undertake a performance review of present staff. Its brief, as set out in the terms of reference, was to recommend a sustainable means of delivering ministry training, taking into account the present and foreseeable needs of the church in ministry and mission, current pressures on students in training for ministry, and the financial pressures upon the Presbyterian Church.

2.0 The Future Church

2.1 The changing shape of ministry

Throughout its history as Theological Hall and School of Ministry the ministry training facility at Knox College has provided training for ministers within the PCANZ. For most of that history, the programme of the School has been directed principally towards the training of National Ordained Ministers who have proceeded to ministry mostly in sole charge parish positions. While graduates of the School have frequently and successfully engaged in other forms of ministry, the sole-charge parish ministry model has remained the primary end in view.

The church, as it has frequently done at other stages in its history, is currently undergoing a process of reformation in response to a rapidly changing cultural landscape. Present trends indicate that the church of the future will have the following characteristics, among others:

- Fewer full-time sole-charge parishes.
- Rapid development and expansion of team ministries utilising a higher level of specialised ministry.

- Increased reliance on lay ministry leadership.
- Greater collaboration across traditional parish boundaries.
- Greater ecumenical collaboration.
- Increased prominence of larger regional churches that will establish and fund new ministries in the wider community.
- Larger numbers of non-conventional church groups.
- Some continuing small sole-charge parishes utilising the ministry of both Local Ordained Ministers and part-time National Ordained Ministers.
- Greater cultural diversity.
- A greater focus on mission.

2.2 Implications for the School of Ministry

While the School of Ministry must continue to meet the training needs of both National and Local Ordained Ministers, the changing shape of the church requires that the School provide training for a much greater diversity of leadership models and ministry opportunities in the PCANZ and beyond. Such training should respond quickly to changing needs on the ground and lead the way in developing ministry and mission across the whole church.

3.0 The New Shape of Ministry and Other Leadership Training

3.1 Diversification

The Task Group proposes that the School of Ministry be reformed as a training facility for a wide diversity of ministry and leadership roles within the church. Rather than simply offering pre-ordination training as it has largely done in the past, the School will have a threefold emphasis on,

- Training for the ordained ministry of Word and Sacrament and for a diverse range of other leadership roles that contribute to the Church's participation in the mission of God.
- On-going professional development and support.
- Retreat and refreshment for ministers and other Christian leaders.

The School will continue to include training for NOM's and LOM's intending to work in traditional parish settings but will also include training and support for:

- Various roles within team ministries.
- Ministry with Youth, Children and Families.
- Pastoral specialisation.
- Chaplaincies
- Church planting.
- Eldership.
- Non Church and New Church ministries in the wider community.
- Worship leaders, musicians and song-writers.
- Evangelism and Mission.
- Small group leaders.
- Teachers
- Cross cultural ministry.
- Specialised ministries to particular cultural and ethnic groups.

- Artists
- And more, as need demands....

In principle the Centre could be asked to facilitate, or provide resources for a wide range of training activities. For instance, it might provide, or assist in providing, a half-day workshop on compliance issues for children's ministry in a particular presbytery, or a weekend workshop on urban mission. Or it might provide or facilitate a year long training programme for lay-preachers. On another occasion it might co-operate with Te Wananga a Rangi in providing a workshop on the use of bi-lingual liturgical resources, and so on... Sometimes the staff of the Centre will be responsible for the delivery of a particular training programme, but at other times staff will simply co-ordinate a programme to be delivered by others with appropriate expertise. Such others will include, for example, parish ministers, youth leaders, leaders from the PI Synod, Te Aka Puaho, or the Council of Asian congregations, musicians, overseas visitors.

It will also be appropriate from time to time, to encourage or direct students for ministry and other leaders within the PCANZ to undertake courses through other providers of leadership training. The Centre will be expected, therefore, to maintain and develop strong relationships with our ecumenical partners and with other tertiary providers.

The Centre and Standing Committee described in 10.5 below will be proactive in identifying leadership training needs for the church, but will also respond to requests from parishes, presbyteries, synods and the national church to facilitate particular training events.

3.2 Name Change

In recognition of the changed emphasis of the School and the diversification of its services to the church, it is proposed that the name be changed to the 'Centre for Christian Leadership and that the position of Principal be renamed 'Director'.

3.3 Ordained Ministry of Word and Sacrament

Some respondents to the earlier draft of the report criticised the Task Group for not having developed a theology of ordained ministry. While it would be more accurate to say that the first report did not make explicit the theology of ministry informing the formulation of the proposals, especially the section 'Core Values and Tasks', the Task Group accepts that it should have provided a summary of the theological conception of ministry that informed its work.

The Task Group understands the Ministry of Word and Sacrament to be a particular calling within the ministry to which the whole people of God are called as participants in and servants of God's mission. Ministers of Word and Sacrament are called, authorised, and commissioned to declare the Word of God within the life of the Church through preaching and teaching, through leadership of worship, the right administration of the sacraments, and in pastoral care. Beyond the Church, they are called to declare the good news of the Gospel in the wider community and culture and to share with the whole Church in the task of making disciples, calling people to faith in Christ, baptising them in the name of the Father, the Son and the Holy Spirit, and teaching and nurturing them in faith. Ministers undertake this responsibility in constant reliance upon the grace and guidance of God, and are called to be attentive to that guidance through the disciplines of prayer and study.

In all of this, ministers are servants of Christ for the Church, and offer leadership for the whole people of God as all its members take up the responsibilities to which they have been appointed within the Body of Christ. Ministers hold and exercise their particular responsibilities of service and leadership together with others in the Presbytery and General Assembly which bodies also test and ensure that local ministers faithfully represent the Church, and rightly carry out their responsibilities within it. This shared responsibility requires the formation and continual nurture of strong bonds of companionship and mutual respect between ministers. The period of preparation and training for ministry alongside other ordinands plays a vital role in the development of such bonds and must be maintained as a central focus of the new model of training.

3.4 Training for National Ordained Ministers

3.4.1 Length of Training

As a result of changes to the Theological Hall, as it was then, and its relationship with the University of Otago, the School of Ministry was formed to offer a two year ordination studies programme which would follow a three year foundational degree in theology undertaken through other providers. The normal period of training for National Ordained Ministers was thus extended from three years to five years. Given the average age (mid-forties), prior experience and family situation of candidates, this lengthy period of training constitutes an unreasonable demand upon ordinands, both financially and in terms of the delay of their entry into full-time ministry.

3.4.2 The Integration of Foundational Studies and the Ordination Studies Programme

It is proposed therefore that the ordination studies programme be re-organised to include a foundational degree of three years during which students will also commence their programmes of ordination studies under the guidance of the Centre for Christian Leadership.

Such programmes will include a number of short-course modules, placements and other training opportunities co-ordinated by the Centre for Christian Leadership, along with a directed programme of personal, spiritual and ecclesial formation throughout the five year period of study and internship.

The structure of the university teaching periods allows considerable opportunity to undertake additional training during semester breaks and between academic years. The modules offered by the Centre will be concentrated in those periods. Currently the University year comprises 34 weeks of lectures, examinations and mid-semester breaks. It is envisaged that up to 8 additional weeks each year will be set aside for ordination studies leaving 10 weeks for holidays and other employment as required. Students will be supported financially through the 8 weeks of ordination studies through a bursary and housing allowance. Such support is included in the budget for the Centre. Otherwise, however, students will continue to be self-funding through their degree programme.

The Centre will maintain close contact with students accepted for ordination training throughout the period of their foundation studies and will require them to commence, under the supervision of the Centre, appropriate programmes for supervision, personal, spiritual and ecclesial formation, and the assessment of readiness for ministry. Such programmes will include both structured and informal opportunities for the building of strong communal relationships with other ordinands, and will include, where appropriate, spouses and families of ordinands who may wish to participate in such programmes. Particular attention will also be paid to developing opportunities for critical reflection upon the implications of foundational

studies for the practice of ordained ministry. By this means the proposed new model of training will contribute to the integration of the various components of training for ministry.

While it is recognised that the benefits of communal formation afforded by a residential programme will not be available in just the same way as they have been in the past, the Task Group believes that the benefits of communal formation can be achieved in other ways. There will undoubtedly be some losses in moving away from the residential model but there are also potential gains in a formational programme sustained over five years rather than just two as at present, and that enables a wider exposure to the church at large.

The ordination studies programme will comprise a range of core requirements to be undertaken by all candidates, and will be supplemented by additional training requirements tailored to the particular strengths, areas of interest and assessed training needs of individual candidates. The permanent staff of the Centre will take primary responsibility for the delivery of the ordination studies programme, but, as is already the case, some parts of the programme will more appropriately be delivered by others who will be appointed by, and be accountable to the Director of the Centre for Christian leadership.

In cases where the foundation studies programme has already been undertaken by a candidate prior to acceptance by the National Assessment Workgroup, the staff of the Centre will determine an appropriate programme of study to include the same elements as required of all students for ordained ministry. In some cases an extended period of internship may provide an appropriate means of fulfilling the requirements of the ordination studies programme.

It will be to the advantage of students, however, to proceed through National Assessment prior to commencement of the foundational degree thus facilitating the completion of a significant portion of the ordination studies programme during the period of their foundational studies, and a more satisfactory integration of the various components of ministry training.

In the past, the Church has sometimes permitted candidates to undertake training for ministry with an academic qualification of LTh rather than a Bachelor degree in theology. The Task Group recommends that this provision remain in place for use in exceptional circumstances only. Such circumstances may include a candidate whose call to ordained ministry is recognised by the Church but whose academic abilities are more appropriately exercised at LTh level rather than through more advanced study.

3.4.3 CPE Course and Internship

The period of training described above will be followed by the completion of a CPE course, (by those who have not already completed such a course) during which period students will also receive bursary support and a housing allowance.

They will then commence a two-year internship as the final stage of their training. Internships will not take place in the home context of the intern, but will be arranged to ensure a breadth of experience for the candidate. The Task Group leaves to the discretion of the Centre staff and other interested parties whether a particular internship should occur all in one location or context or whether there are formational benefits to be obtained through internship in more than one location. Under the principle that National Ordained Ministers should be open to a call anywhere in New Zealand, interns, likewise, should be prepared to relocate for the purpose of undertaking an internship.

During the period of internship, candidates will continue to undertake specified training modules both in Dunedin and elsewhere, will meet regularly with other students and interns in order to continue their programmes of spiritual, ecclesial and personal formation, and will work under close supervision co-ordinated by the Centre.

Supervisors of interns will receive training and support coordinated by the Centre for Christian Leadership.

Interns will be remunerated at 80% of the basic stipend and will also be provided with housing or a housing allowance. They will be ordained at the conclusion of the internship upon call to a ministry position. During the internship, however, it may be appropriate that interns be authorised to administer the sacraments under similar provisions that are currently in place for elders. Full membership of the beneficiary fund will commence at ordination.

Internships will generally be paid for by the parish or Presbytery in which the intern is located, but provision will also be made to assist parishes or other local contexts that cannot afford the cost but that would otherwise constitute a valuable setting for the internship. Such assistance will take the form of a grant toward the employment and housing costs of the intern. It is vitally important that interns be placed in positions of optimal value for their training and continuing formation, rather than simply in those parishes that can afford the cost without subsidy. It may be appropriate in some cases for a Presbytery to host an intern or interns rather than a single parish, especially in Presbyteries that are moving towards the operation of team ministries across the Presbytery region rather than the traditional sole charge model of ordained ministry.

The travel and subsistence costs associated with attendance at training events during the internship will be met by the Centre and are included in the draft budget.

3.5 Training for Local Ordained Ministers

Training for LOM's will continue in much the same manner as it does at present. LOM's will undertake a range of courses, commonly through existing providers of distance theological education, and will engage in an appropriate programme of ordination studies modules as determined by the Centre in consultation with the appropriate local community, and in recognition of the particular requirements of the local ministry context. The Centre will be responsible for ensuring that appropriate provision is made for the spiritual and personal development of the candidate and for the assessment of a candidate's readiness for ministry.

The main difference for LOM's in the proposed reformation of the training Centre is that the Centre for Christian Leadership will be expected to offer many more training modules that will be beneficial for LOM's and available through short course or intensive study. LOM's will also be encouraged to take advantage of the enhanced opportunities for continuing professional development, and for retreat and spiritual refreshment, that will be provided by the Centre.

3.6 Continuing Professional Development / Ministry Formation

The new Centre will take a pro-active role in the provision of opportunities for continuing professional development. Because the Centre will be providing or co-ordinating many more modular and intensive courses that are responsive to the changing needs of the church, it is envisaged that ministers and other church leaders will be encouraged to undertake short courses and other training opportunities as part of their continuing professional development.

The Centre will continue to provide, as the School of Ministry does now, library facilities and supervision for leaders undertaking study leave.

Recognising the importance of ongoing training and ministry formation, the Task Group recommends that consideration be given to the establishment of a licensing programme for ordained ministers. Under such a scheme, and as happens already in other Christian denominations, ordained ministers will be required to renew their license for ministry within the PCANZ on a periodic basis, perhaps every five years. Evidence of continuing professional development will be a key component of the assessment for the renewal of the license. The purpose of such a scheme is not to construct hurdles in the way of effective ongoing ministry but to recognise the vital importance of continual professional development in a rapidly changing church and cultural context.

The Task Group sees a further role and opportunity for the Centre for Christian Leadership in providing assistance and resources for specialist ministry conferences and retreats such as the annual conferences of school chaplains, tertiary chaplains, hospital chaplains, etc., It may also develop further opportunities for conferencing of other specialist ministry groups such as youth leaders, worship leaders, musicians, artists, evangelists and church planters.

3.7 Retreat and Refreshment

A subsidiary role for the Centre for Christian Leadership will be the facilitation of opportunities for retreat, refreshment and restoration for those involved in ministry and Christian leadership.

The Centre will develop a variety of means for delivering such opportunities including co-operation with existing providers such as Spiritual Growth Ministries. The Centre will thus take an active role in supporting ministers and other Christian leaders throughout the course of their ministries, and will seek to provide the kinds of support and refreshment that will alleviate the high levels of stress and burn-out that many ministers currently suffer. The resources and opportunities for retreat, refreshment and support will also be available for ministers' spouses.

4.0 Core Values and Tasks

As the new Centre for Christian Leadership is developed it will be important both to maintain the strengths of past models of training for ministry and to develop training and support for Christian leaders in a changing church and culture. The following tasks and values will be central, therefore, to the establishment and ongoing life of the Centre.

The Centre will,

- Strive to develop gifts, and the necessary disciplines of prayer and study for the faithful, intelligent and compassionate communication of the Christian gospel in the contemporary world.
- Nurture and encourage prayerful and informed attentiveness both to Scripture and to the Christian theological tradition by all those who are called to leadership within the church.
- Equip people with skills to engage in and lead others in worship, in ministry and in mission.

- Cultivate the riches of our Presbyterian and Reformed heritage while encouraging the continual re-formation of the church in attentiveness to the guidance of God.

In pursuit of these goals the Centre will,

- Recognise and value the many and varied cultural contexts from which leaders come and in which they will be required to offer ministry and leadership.
- Encourage and develop high levels of competence in ministry and mission.
- Contribute to the maintenance and growth of unity in the church by fostering an intentional Christian community amongst those who participate in its programmes.
- Discern and encourage the development of particular gifts amongst those called to offer ministry and other leadership, including gifts of teaching and scholarship.
- Strive to offer safe, welcoming and hospitable environments for retreat, reflection and training in ways that serve the needs of the whole church.
- Offer leadership to the Church in identifying the best of international wisdom in worship, ministry, mission and theology and assist in bringing that wisdom to bear within the life of the PCANZ.
- Be responsive to the trends and training needs of the church in ministry and mission throughout New Zealand.
- Foster and facilitate high quality research into those needs and trends.
- Maintain and develop strong ecumenical relationships.
- Maintain and develop close relationships with other providers of Christian leadership training and work co-operatively with them wherever appropriate.

5.0 The Delivery of Training

5.1 Educational strategies

Training for ministry under the proposed model will be delivered through a range of strategies including the foundational degree accompanied by supervised reflection, intensive block courses, distance study, and sustained programmes of spiritual, personal and ecclesial formation. While the programmes for spiritual, personal and ecclesial development will continue throughout the five year period of foundational degree and internship, additional modules and placements will be undertaken outside the University and Bible College semester periods as described in 3.4.2 above. The Task Group notes that some existing Ordination Studies Courses are jointly taught with the University of Otago and may be credited to a formal University qualification, generally, PGDipMin or MMin. There is potential, therefore, for some elements of the Ordination Studies Programme, taught by staff of the Centre, to be undertaken during normal semester time and incorporated within the Foundational Degree. Similar arrangements might be made with other tertiary providers of theological and ministerial education.

Alongside the core Ordination Studies Programme, the Centre will offer or facilitate a wide variety of specialist courses and programmes that may vary from a half-day seminar, to a year-long programme offered by distance. Some seminars and short courses will take place in Dunedin, but others will be offered, or be repeated, at regional venues throughout New Zealand. The programmes will be responsive to particular training needs that may be identified from time to time at both local and national level.

5.2 Te Aka Puaho, PI Synod and Council of Asian Congregations

The culturally diverse nature of the PCANZ requires that the training of Christian Leaders equips them for mission and ministry in a multi-cultural context. The Task Group considers that Te Aka Puaho, the PI Synod and the Council of Asian Congregations will have a key role to play in equipping leaders for ministry in the New Zealand context. On the basis of written submissions and face to face consultations with Te Aka Puaho, the Pacific Islander's Synod and the Council of Asian Congregations, the Task Group is encouraged by the positive response to its proposals from these groups. The Task Group supports the principle that all ordained ministers of the Presbyterian Church should have a high level of exposure to the cultural diversity of our Church and welcomes the readiness of Te Aka Puaho, the Pacific Islander's Synod and the Council of Asian Congregations to assist in facilitating this exposure and consequent strengthening of relationships across the Church. The Task Group recognises the barriers to ministry training experienced by candidates from our partners in ministry and urges the Church to work closely with the Synods and Council to ensure that ministry and other leadership training is made as accessible as possible for all members of the Church.

The Task Group notes with appreciation the re-establishment of Te Wananga a Rangi, the efforts to establish in Auckland a Pacific Island Resource Centre for Theological Reflection, and the strong commitment of the Council of Asian Congregations to the provision of high quality ministry training. The Centre for Christian Leadership will therefore be required to maintain and strengthen the relationships with Te Aka Puaho, the PI Synod and the Council of Asian Congregations in the delivery of training programmes that benefit and enrich the whole church.

The establishment at Knox College of the Centre for Pacific Women's Theology under the leadership of Dr Lydia Johnson is also a very welcome development.

5.3 Teaching

While the staff of the Centre will be responsible for some of the teaching, particularly in the core programme, not all courses will be taught by the Centre's own staff. As indicated above, the staff will often be facilitators of a training module that utilises the expertise of Christian leaders throughout the country. Other courses may utilise the expertise of visiting speakers brought to New Zealand from elsewhere. Some modules will not be 'taught' in the traditional sense but will bring together ministry practitioners for a facilitated session of resource sharing and mutual learning. All parts of the programme will continue to be tailored to recognise the considerable experience in Christian service that today's older students typically bring to their studies.

5.4 Availability of courses

With few exceptions, the courses and programmes offered by the Centre will be open to ministers and other leaders throughout the whole church. Pre-ordination students/interns and experienced Christian leaders, lay and ordained, will participate together in some courses thus leading to mutual enrichment, and contributing to the building of unity and trust across the whole church.

5.5 Accreditation

Where training modules undertaken through the Centre are intended to contribute to the attainment of some recognised qualification, some form of accreditation will be required by recognised educational authorities, usually the New Zealand Qualifications Authority. It is not

proposed at this stage that the Centre for Christian Leadership should seek NZQA accreditation but that it should work closely with existing partners, notably the University of Otago and the Ecumenical Institute for Distance Theological Study, in developing an appropriate framework of accreditation. The possibility of the Centre pursuing accreditation in its own right at some later date is not precluded by the proposals contained in this report.

Not all modules will require or benefit from accreditation however. A day seminar organised at short notice around a visiting speaker, for instance, or a training day on worship and the arts organised for a particular presbytery need not be assessed and accredited. In the absence of assessment requirements and accreditation such training modules can still be a matter of record for such purposes as Continuing Professional Development. The Centre will in all cases endeavour to ensure that high quality training is offered.

Flexibility and responsiveness to grass roots training needs will be a key feature of the life of the Centre as will be the careful stewardship of the rich resources of ministerial and theological training that are part of our Presbyterian heritage.

6.0 Staffing

6.1 Staffing provision

The Centre will need to be staffed by highly competent and dedicated people who can exercise their gifts and skills in an exciting and evolving context. The staff of the Centre will need to be highly visible to and trusted by the wider church, and responsive to the continually changing needs of the church. The Centre will have a core of staff that are based in Dunedin and will also include a full time Dean of Students based in Auckland. It will also seek out and use the considerable expertise in ministry and Christian leadership that is available throughout the Church. 'Guest' teachers and workshop leaders, whether international or from within New Zealand, will be a regular part of the Centre's programmes. The recent visit to New Zealand by George Lings, an outstanding educator and proponent of the 'mission shaped church', provides a good example of the kind of person that the Centre might employ to deliver an intensive programme on its behalf.

6.2 Roles and Competencies

The staff of the Centre will need to have the following skills and competencies:

- Theological judgement
- A sound understanding of Presbyterian ethos and a knowledge of the diversity of the Church and future ministries
- Teaching, and co-ordination of teaching resources
- Support for distance learning
- Student assessment and the ability to tailor study to meet the needs of individuals
- The ability to assess readiness for ministry
- Pastoral care
- The ability to facilitate research by others and the ability to initiate and undertake some research
- Programme management, including logistics, marketing and communications
- Financial management and administration (including the maintenance of appropriate records)

- The ability to assess the work of other institutions in order to develop fruitful partnerships and advise on the accreditation of recognised providers of foundation theological studies
- Capacity to work with the church to discern and respond to changing needs and trends in society and the church.
- Good knowledge of the Presbyterian Church of Aotearoa New Zealand and a willingness to develop strong and fruitful partnerships between and across the various cultures and ethnic groups that are part of the Church.
- Strong background of experience in parish ministry and mission.
- Continuing close involvement with the Church in its local settings.

6.3 Staffing levels

It is proposed that the Centre be established with the following staff:

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| • Director | (1) |
| • Further Teachers | (2) |
| • Auckland Dean of Students | (1) |
| • Administration and Finance | (1) |
| • Courses Coordinator | (0.5) |
| • Librarian | (1) |
| • Chaplain | (0.25) |

Further work is required to refine these roles. Note however, that one of the proposed teachers will be the position established and funded by the Synod of Otago and Southland for the education and nurturing of lay ministry. The salary of the Librarian is also funded from a grant by the Synod.

The recommended staffing levels include four teaching staff who will be involved in the delivery of training modules. These are the Director, two further teachers and the Auckland Dean of Students. In addition, the School of Ministry at Knox College presently benefits from the services of Dr Lydia Johnson who is Director of the Centre for Pacific Women's Theology and contributes part time to teaching and formation at the School. The Task Group welcomes her continuing contribution to the new Centre.

The recommended staffing levels are for the establishment of the Centre for Christian Leadership. As the Centre grows in strength and attracts fee-paying students it may be advantageous and feasible to increase the staffing complement.

6.4 Director

The role of Director of the Centre is a key appointment. The Director will play a vital role within the PCANZ to ensure that we achieve the mission of the Centre and equip the leaders that the church needs in the years ahead. The Director must have a strong sense of calling to exercise this ministry and the gifts to carry it out successfully. The Director must be highly credible and trusted across the broad and increasingly diverse church.

The Director will need to have the following skills and competencies:

- Theological judgement and discernment
- A sound understanding of Presbyterian ethos
- A sound understanding of current and possible future ministries
- Education, professional development and vocational training
- Knowledge and understanding of the Presbyterian Church of Aotearoa New Zealand and of our partner churches.
- Pastoral care
- Management and change management skills
- Relationship management
- Strong Advocacy and communication skills
- Leadership and entrepreneurial creativity.

6.5 Auckland Dean of Students

The Task Group is persuaded by the suggestion of some respondents to the initial report that an Auckland Dean of Students be appointed as a member of staff of the Centre of Christian Leadership. The Auckland Dean, working in close cooperation with the staff at the Centre for Christian Leadership at Knox College, would have responsibility for:

- The coordination of formational aspects of training for ordinands and interns undertaking training in Auckland and the surrounding regions
- The development and nurturing of a formational community amongst students and interns in the region.
- Assisting in the facilitation of block courses and other training modules to be delivered in the Auckland region.
- Contributing to the delivery of training programmes as appropriate.
- Oversight and coordination of the supervisory arrangements for students and interns in the region.

The Auckland Dean of Students would take a full share in the collective responsibilities of the staff of the Centre.

7.0 Location and Facilities

7.1 The Centre for Christian Leadership

The new Centre for Christian Leadership will be based at the current School of Ministry site within Knox College. While a significant portion of the Centre's programmes will be offered by distance education and at venues around New Zealand, staff will continue to be based in Dunedin and a significant portion of teaching will take place there. The Task Group believes that there are a number of compelling reasons for continuing to base the Centre in Dunedin. These include:

- Retention of the very strong and fruitful relationship with the University of Otago.
- The capacity to work closely with Foundation Studies students studying at the University of Otago.
- The retention of very generous funding from the Synod of Otago and Southland that would not be available if the Centre were to be moved north of Otago.

- Proximity to good library facilities at the Hewitson Library and the University of Otago, and to the PCANZ archives.

In addition to the Dunedin base however, there will also be an Auckland dean of students with an appropriate base and office facilities.

7.2 Sale of Student Houses

Because the Task Group recommends a model of training that will no longer require a two-year residency in Dunedin, it is proposed that the houses owned by the PCANZ and currently utilised for student residence be sold. The current market valuation for the houses is in the region of \$4.5million dollars. It is recommended that up to \$500,000 be set aside for the proposed upgrade of facilities for ministry training at Knox College with the remainder to be invested and a fiscally responsible portion of the return be used to fund the delivery of ministry training. The Establishment Board may decide, however, that it is advantageous to realise similar returns by retaining all or part of the housing stock as a portfolio of rental properties.

7.3 Upgrade of Facilities at Knox College

It is recommended that up to \$500,000 of the funds realised from the sale of student houses be devoted to the upgrade and re-development of the facilities at Knox College in order to provide appropriate conference and teaching spaces and to create an environment suitable for the fulfilment of the Centre's mission.

The Hewitson Wing is the current home of the School of Ministry, the Hewitson Library and the Church Archives. An upgrade of these facilities should include:

- Upgrade of the teaching spaces in the wing to provide for state of the art multi-media teaching rooms;
- Relocation of staff from their current offices in the Ryburn wing to office space in the Hewitson wing;
- The relocation of staff offices should include a reception area for administrative staff in order to provide the Centre for Christian Leadership with a more visible and accessible public face.

To be successful, the relationship between the Centre and the Hewitson library should be clarified and appropriate arrangements worked out for administration, governance and funding. Clarification of the relationship with the Hewitson Library and the proposed upgrade of facilities in the Hewitson wing will be matters for negotiation with the Council of Knox College and Salmond Hall and the Otago Foundation Trust Board.

The Task Group notes with appreciation the support of the Council of Knox College and Salmond Hall for the proposed upgrade of facilities, and the Council's willingness to work together with the Establishment Board in achieving an upgrade of facilities that will be of mutual benefit to the Centre and the Residential College.

Negotiations will also be undertaken with the Masters of Knox College and Salmond Hall concerning the accommodation of students during intensive block course training. The Task Group has ascertained from the Master, staff and Council of Knox College and Salmond Hall that such an arrangement can be worked out.

7.4 PCANZ Archives

Since the 1980's the Hewitson wing at Knox College has been home to the PCANZ archives. It has been clear for some time, however, that the Hewitson wing as currently configured cannot provide suitable accommodation for the archives in the medium to long term. As a valuable resource for research utilised within the ordination studies programme, it is desirable that the archives be maintained in close proximity to the Centre for Christian leadership and the Hewitson Library. The task group requests that the Council of Assembly give urgent attention to the provision of suitable accommodation for the Church archives and that accommodation of the archives be one of the matters for discussion between the Establishment Board and the Council of Knox College and Salmond Hall.

8.0 Funding and Costs

8.1 Operating Costs

The Task Group has undertaken a feasibility study of the proposal including investigation of the costs involved. The following assumptions have been made:

1. Proceeds from the sale of student housing will yield in the order of \$4.5million.
2. Funding from the Synod of Otago and Southland will remain at current levels for the foreseeable future. (It must be noted, however, that funding from the Synod is determined on a year by year basis.)
3. Income from Trust Funds has been calculated at 5% per annum. Under current market conditions, this allows for some appreciation of the capital funds.
4. No provision has been made for income from fee-paying students, i.e students undertaking training through the Centre but who are not training for ordination. Any such students will produce a net profit to the Centre, thus reducing the Assembly Assessment, increasing the provision for subsidy of interns, or enabling the Centre to expand and enhance its programmes.
5. The costs are based on an intake of 6 students per year training for National Ordained Ministry, and 3 students per year training for Local Ordained Ministry. This figure was used for comparison with the numbers of students trained in recent years but, of course, should the Church wish to train more students for ministry in the future there will be some addition in costs for the training and support of students and interns.

In addition to the major income streams shown on the statement of income and expenditure, the Centre should actively seek additional and alternative funding, including possible further support from the Synod of Otago and Southland, research grants, other Synods, and other denominations (where the Centre provides ecumenical training).

The projected costs to the Assembly budget are \$427,200. The Assembly currently contributes \$609,000 to the annual running costs of \$912,784 for the School of Ministry.

8.2 Projected Income and Expenditure

Income

Existing Investment Income	110,000
Trust Funds from Sale of Houses (4,000,000)*	200,000
Synod Funding	193,000
Other Income	<u>32,000</u>
	535,000

Assembly Assessment	427,200
Parish Contribution to Internships**	407,368

TOTAL INCOME **\$1,369,368**

Expenditure

Staff Salaries and Associated Costs	360,000
Adjunct Staff and Supervision costs	30,000
Staff and Board Travel	50,000
Office and Communications	30,000
Property Costs	75,000
Hewitson Library	80,000
Training and Student Support	<u>137,000</u>
	762,000

Internship Costs**

Cost of Internship = 80 % of Basic Stipend \$32414.40	
Housing Allowance \$350per week x 52 = \$18200	
Total \$50614 x 12 students in internships each year.	\$607,368

TOTAL EXPENDITURE **\$1,369,368**

Notes:

* The current market value of the student houses is estimated at 4.5 million. Allowance has been made to set aside \$500,000 for the upgrade of the Hewitson wing at Knox College including the relocation of staff offices. The remaining 4 million dollars will be invested in a trust fund for leadership training.

**It is envisaged that the majority of the costs of internships will be met by the local community employing the intern. However, provision of \$200,000 per annum is made for subsidies to internship providers.

The Synod funding of \$193,000 does not include the salary of the Librarian which is paid through an additional grant from the Synod. In keeping with this independent arrangement the Librarian's salary is not included under 'expenditure'.

There is income from other trust funds set aside for scholarships etc., that has not been included in the above statements of income and expenditure.

9.0 Management and Advisory Functions

9.1 Establishment Board

Establishing the Centre will require a great deal of effort and some specialist skills. The new Director of the Centre will play a key role in creating the Centre. The Director will need considerable support and assistance to ensure that the establishment of the Centre is successful. It is proposed that the Council of Assembly appoint an Establishment Board for a two year period to oversee the establishment of the Centre and the transition from the current School of Ministry operation. The members of the Establishment Board will need to have a range of skills as specified below and the ability to work hand in hand with the Director to ensure the successful establishment of the Centre for Christian Leadership. The Establishment Board will be required to work closely with the Master of Knox College and the Council of Knox College and Salmond Hall to ensure that the relationship between the Centre and Knox College is formalised to the mutual benefit of the College and the Centre for Christian Leadership.

The Establishment Board will report to the Council of Assembly and will liaise closely with the Leadership Sub-committee and other interested parties. It will require appropriate delegated authority to manage effectively the establishment of the Centre. At the end of the two-year establishment process the Council of Assembly should establish an appropriate body to meet the on-going governance requirements of the Centre. The Task Group believes, however, that some form of Board providing ongoing support and oversight for the Centre will be essential.

The Establishment Board will need the following competencies and characteristics:

- Theological discernment
- Sound understanding of Presbyterian ethos and of the PCANZ
- Strong appreciation of effective governance frameworks and practice
- Experience in education, professional development and vocational training
- Change management skills
- Business planning and financial management
- Relationship management
- Partnership development
- Strong sense of loyalty to the church, accountability, and commitment to servant leadership.
- Representation from Te Aka Puaho, The Pacific Islanders' Synod and the Council of Asian Congregations.

The Establishment Board will also need to complement the skills, strengths and weaknesses of the Director to ensure success. At least some of the Establishment Board will need to be resident in Dunedin or Otago but the Establishment Board will also need to have strong connections to the wider church.

9.3 Training Advisory Group

The Task Group recommends that a Training Advisory Group be appointed by the Director in consultation with the Establishment Board. The Advisory Group shall consist of members of the PCANZ in close touch with local contexts of ministry and mission and widely

representative of the church, including especially Te Aka Puaho, The Pacific Islanders' Synod and the Council of Asian congregations, The Advisory Group will be charged with assisting the Centre in

- identifying the ongoing training needs of the Presbyterian Church as it engages in the responsibilities of ministry and mission in a rapidly changing culture,
- assessing the ongoing effectiveness of the training programmes delivered by the Centre,
- providing feedback on such effectiveness from recent students
- reporting on the accessibility of ministry and other leadership training for all members of the Presbyterian church.

10.0 Timing and Transition

10.1 Approval by Assembly

It is essential that any change to key institutions within the church enjoy widespread support. A change of the nature of that proposed here should therefore be endorsed by General Assembly. The Task Group respectfully requests the Assembly to approve the proposal in principle, to endorse the vision for the Centre for Christian Leadership and to charge the Council of Assembly with achieving the vision.

10.2 Timing

If the General Assembly in 2006 approves and endorses the proposals contained in this report, the appointment of the Director of the Centre and the appointment of the Establishment Board should be confirmed as soon as possible after General Assembly. Preparatory steps for those appointments have been taken prior to General Assembly but further progress towards the appointments is subject to the approval of GA06.

The new programme for ministry and other leadership training will be phased in over the next two years. Particular care will be taken to honour commitments already made to students in or about to commence their ordination studies programme. The Establishment Board will continue the work of the Task Group in cooperation with present staff of the School of Ministry, with the Council of Assembly, with the students themselves, and with all other interested parties to ensure that appropriate transitional arrangements are set in place.

10.3 Appointment of the Director

It is essential that whoever is appointed as the Director has the mandate to bring about the bold change that is proposed. It is also essential that the Church has accepted the vision before an appointment is made so that the church and the Director have clear expectations of the ministry to which the person is appointed. The Task Group has asked the Council of Assembly to initiate the process of appointing a Director but such appointment shall not be confirmed until and unless the General Assembly 2006 approves the proposal and adopts the recommendations listed at the conclusion of this report.

10.4 Appointment of the Establishment Board

The Review Team has requested that the Council adopt a similar approach to the appointment of a Director in appointing an Establishment Board. The transition from the

School of Ministry to the new Centre for Christian Leadership will be greatly enhanced if an Establishment Board is appointed immediately after Assembly in conjunction with the appointment of the Director. Undertaking these two processes at the same time will ensure that the skills and competencies of the Board and the Director are complementary thus providing a sound basis for success.

11.0 The Consultation Process

The Consultation process undertaken in the preparation of this report involved regular meetings with present staff of the School of Ministry, face to face meetings with other key stakeholders including present students of the School of Ministry, Te Aka Puaho, The Pacific Islanders' Synod, The Council of Asian Congregations, the Synod of Otago and Southland, the Archivist, the Librarian of the Hewitson Library, the Master of Knox College, the Council of Knox College and Salmond Hall and the Council of Assembly.

The Task group also received two rounds of written and oral submissions from individuals, parishes, Presbyteries and other interested parties. The Task Group gratefully acknowledges all the submissions received and thanks their authors for their contributions to the modifications made to the Task Group's proposals and contained within this final report.

A number of submissions encouraged the Task Group to give clearer expression to its proposals, or to adjust some aspects of the proposed model for ministry and other leadership training. Other contributions raised concerns about detail that will require close attention by the Establishment Board as it develops the proposals in consultation with the appropriate parties. The Task Group therefore intends to make available to the Establishment Board all the written submissions received.

12.0 Recommendations

The Task Group recommends to the General Assembly 2006:

1. That the report of the Task Group be received.
2. That General Assembly endorse the proposal and the vision for the Centre for Christian Leadership at Knox College.
3. That the Council of Assembly be charged with the implementation of the proposal as detailed in the body of this report.
4. That the proposal to introduce a system of licensing for ordained ministry within the PCANZ (based, in part, on evidence of continuing professional development) be referred to the Leadership Sub-Committee for further study and development.