

## Review of the School of Ministry

The full report of the School of Ministry Task Group is available on the website at [www.presbyterian.org.nz/ga06](http://www.presbyterian.org.nz/ga06).

### Executive Summary

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#### 1 Context and Purpose

This report presents a summary of the work of the School of Ministry Task Group that was established by the Council of Assembly to develop a proposal for ministry training that will meet the current and foreseeable needs of the Presbyterian Church. 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.

#### 2 Task Group Membership

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

#### 3 Proposal for Leadership and Ministry Training

The Task Group proposes a bold initiative to transform the School of Ministry into the Centre for Christian Leadership. Key elements of the Task Group's proposal for ministry and leadership training are:

The current two-year residential model (which follows the three-year foundational degree) for training ordained ministers will be replaced by 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.

The proposed model is expected to cost the General Assembly less than the current two-year residential model for ordination studies at \$427,200 per annum. This compares to the \$609,000, which is the General Assembly's current contribution to the annual running costs of the School of Ministry.

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, and there will also be a Dean of Students based in Auckland.

In addition to programmes delivered at the Centre, courses 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 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.

This Assembly report is a summary of key matters relating to the proposal, and a more detailed report is available on the Church's website.

#### 4 **Timing**

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. Particular care will be taken to honour the commitments already made to students in, or about to commence, their ordination studies programme.

To manage the transition and subject to Assembly's approval, it is recommended that a Director of the new Centre and an Establishment Board be appointed as soon as possible following Assembly.

### **Recommendations**

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

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### **Report**

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#### 1 **The Future Church**

##### 1.1 The changing shape of ministry

Historically, the programme of the School (and its predecessors) has been directed principally towards the training of national ordained ministers (NOMs) who have proceeded to ministry mostly in sole charge parish positions.

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, among other things, be characterised by fewer full-time sole-charge parishes, an increased reliance on lay ministry leadership, greater cultural diversity and larger number of non-conventional church groups.

The challenge is for the Church to evolve its leadership training to meet the need for much greater diversity of leadership models and ministry opportunities now and in the future.

## **2 The New Shape of Ministry and Other Leadership Training**

### **2.1 Diversification of training**

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 three-fold 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 NOMs and local ordained ministers (LOMs) intending to work in traditional parish settings, but will also include training and support for a much wider variety of ministries such as ministry with youth, children and families; pastoral specialisation; church planting; evangelism and mission; cross-cultural ministry, and other areas as the need is identified.

### **2.2 Name Change for School of Ministry**

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 disestablished and new position of "Director" be established.

### **2.3 Theology of Ordained Ministry of Word and Sacrament**

The theology of ministry that has informed the Task Group's formulation of this proposal, especially the section "Core Values and Tasks" is available in the full report on the Church's website.

### **2.4 Training for National Ordained Ministers**

#### **Length of Training**

Given the average age (mid-forties), prior experience and family situation of ministry candidates, it is believed the lengthy period of training (three-year foundational degree followed by two-year ordination studies programme) constitutes an unreasonable demand upon ordinands, both financially and in terms of the delay of their entry into full-time ministry.

## **Integration of Foundational Studies and 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 concurrently commence their programmes of ordination studies under the guidance of the Centre for Christian Leadership.

Such programmes will include directed personal, spiritual and ecclesial formation, a number of short-course modules, placements and other training opportunities co-ordinated by the Centre for Christian Leadership. The structure of the university teaching periods allows considerable opportunity to undertake additional training during semester breaks and between academic years, without undue pressure on students.

During such periods of training students will be supported financially 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.

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.

## **Internship and Clinical Pastoral Education**

The period of training described above will be followed by the completion of a Clinical Pastoral Education (CPE) course during which period students will also receive bursary support and a housing allowance.

They will then commence a two-year internship under close supervision co-ordinated by the Centre 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.

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

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.

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.

See section 7.0 of this report for more details about funding and costs.

## **2.5 Training for Local Ordained Ministers**

Training for LOM's is expected to continue in much the same manner as it does at present, with the exception of the provision of more training modules that will be of benefit to this group.

## **2.6 Continuing Professional Development / Ministry Formation**

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 Presbyterian Church 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 new Centre will take a proactive role in the provision of opportunities for continuing professional development in line with the proposed licensing programme.

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

## **2.7 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.

## **3 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 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 ongoing professional development and ministerial formation for all those involved in ministry within the Presbyterian Church
- 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 Presbyterian Church
- To co-operate as appropriate with our ecumenical partners and with other training providers in the execution of these tasks.

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 Presbyterian Church of Aotearoa New Zealand
- 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

## **4 The Delivery of Training**

### **4.1 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 the foundational degree and internship, additional modules and placements will be undertaken outside the University and Bible College semester periods.

Students may undertake some courses through existing distance education providers such as the University of Otago and the Ecumenical Institute of Distance Theological Training. Such providers already work in close co-operation with the School of Ministry in the delivery of such programmes.

Alongside such 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.

#### **4.2 Cultural diversity in training**

The culturally diverse nature of the Presbyterian Church requires that the training of Christian Leaders equips them for mission and ministry in a multi-cultural context. 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 Islanders' Synod and the Council of Asian Congregations to assist in facilitating this exposure and consequent strengthening of relationships across the Church.

#### **4.3 Teaching**

While the staff of the Centre will be responsible for some of the teaching, particularly in the core programme, it is envisaged that other Christian leaders, visiting speakers and ministry practitioners from throughout New Zealand (and overseas) will be used to facilitate or teach particular courses, modules and workshops.

#### **4.4 Accreditation**

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.

### **5 Staffing**

#### **5.1 Staffing provision**

The Centre will have a core of staff 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.

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

- Director (1)
- Further Teachers (2)

- Auckland Dean of Students (1)
- Administration and Finance (1)
- Librarian (1)
- Courses' Coordinator (0.5)
- Chaplain (0.25)

The recommended staffing levels are for the *establishment* of the Centre for Christian Leadership. These levels will need to be reviewed in future.

Skills and competencies for key positions are available in the full report, which is on the Church's website.

## 6 Location and Facilities

### 6.1 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 Presbyterian Church Archives.
- In addition to the Dunedin base however, there will also be an Auckland Dean of Students.

### 6.2 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 Presbyterian Church and currently used for student residence be sold. The current market valuation for the houses is in the region of \$4.5 million 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.

### **6.3 Upgrade of Facilities at Knox College**

Using \$500,000 of the funds realised from the sale of student houses, it is recommended that the facilities at Knox College be upgraded to provide appropriate conference and teaching spaces to fulfil the Centre's mission.

### **6.4 Presbyterian Church Archives**

The Task Group requests that the Council of Assembly give urgent attention to the provision of suitable accommodation for the Church Archives, which has outgrown its space in the Hewitson Wing at Knox College.

The Task Group believes it is desirable for the Archives to be located in close proximity to the Centre for Christian Leadership.

## **7 Funding and Costs**

### **7.1 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 \$4.5 million.
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 percent 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 six students per year training for national ordained ministry, and three 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.

## 7.2 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>
	<b>535,000</b>
Assembly Assessment	427,200
Parish Contribution to Internships**	<u>407,368</u>
<b>TOTAL INCOME</b>	<b>\$1,369,368</b>

### 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>

### Internship Costs\*\*

Cost of Internship = 80 % of Basic Stipend \$32414.40	
Housing Allowance \$350per week x 52 = \$18200	<b>762,000</b>
Total \$50614 x 12 students in internships each year.	\$607,368
<b>TOTAL EXPENDITURE</b>	<b>\$1,369,368</b>

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 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., which has not been included in the above statements of income and expenditure.

## **8 Management and Advisory Functions**

### **8.1 Establishment Board**

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 Establishment Board will report to the Council of Assembly and will liaise closely with the Leadership Sub-committee and other interested parties.

The Board's role will be reviewed at the end of the two-year period, and an appropriate body to meet the ongoing governance requirements of the Centre will be established.

## **9 Timing and Transition**

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.

If the General Assembly in 2006 approves 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.

## **10 The Consultation Process**

The Task Group's report and recommendations have been informed by input from a variety of groups the present staff and 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 input received and thanks their authors for their contributions to the modifications made to the proposals and contained in this report.

**Murray Rae**  
Convener

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