



I. Introduction to and overview of the work of the task force

Synod 2011 appointed “a CRCNA Structural and Cultural Review Task Force to conduct a review of the organization, culture, and leadership of the CRCNA” (*Acts of Synod 2011*, p. 864). The mandate of the task force, proposed to synod by the Board of Trustees (BOT), included providing advice to the BOT and/or synod regarding short-, medium-, and long-term measures that would improve the culture, structure, and leadership within the Christian Reformed Church.

The Task Force Reviewing Structure and Culture (TFRSC) began its work by listening to a broad array of observations from a variety of persons and groups. In its report to Synod 2012 the task force verified the depth of concern related to the structure and culture of the denomination and identified key issues to address as well as tensions to navigate. The TFRSC shared its findings and initial identification of issues and requested a multiyear framework for fulfilling its mandate. Synod 2012 endorsed the work of the task force and extended the reporting time frame of the task force with the expectation that it would provide annual updates to the Board of Trustees and subsequent synods through 2015.

Some key highlights of the task force’s work to date:

- A. Developed a new position description and leadership profile for the executive director of the CRCNA and provided input and guidance related to search committee formation and timeline.
- B. Worked extensively (along with the interim director of Canadian ministries) at identifying a framing document that entails a definition of and a pathway forward for cultivating binationality in the CRCNA.
- C. Developed a picture of an executive team on which the Canadian ministries director will serve with the executive director of the CRCNA on a senior leadership team. This development underscores the importance of collaboration between senior leaders and will be a key avenue for continued work in binationality.
- D. Developed a position description for a deputy executive director of the CRCNA and provided input and guidance regarding the formation of a search committee and a timeline for the search process.

E. Developed a structure proposal to the Board of Trustees by which an executive team could implement the mission of the Christian Reformed Church between meetings of synod.

F. Identified the need for a designation of ongoing ministry priorities that could provide a framework for breaking down “silos” and forming collaboration tables and could inform the CRCNA strategic planning process and communication patterns so that local church and denominational ministries could intersect more and interact better to ultimately serve and support local church ministry.

G. Presented to Synod 2013 and received endorsement for the “Five Streams” proposal for discussion and discernment within the church, its agencies, boards, and planning groups.

H. Provided specific input, guidance, and instruction through synod to the Board of Trustees on developing a “collaborative culture.”

Note: Readers of this report are encouraged to reference the reports of the Task Force Reviewing Structure and Culture to Synods 2012 and 2013 as found in the *Acts of Synod 2012* (pp. 665-88) and the *Agenda for Synod 2013* (pp. 348-93; available online at www.crcna.org/SynodResources). The report to Synod 2013 provides additional background and rationale for the development of the “Five Streams” ministry priorities. The reports and findings tend to be cumulative, and earlier reports are helpful in the ongoing conversation.

II. Central issue from the TFRSC for Synod 2014 to address

The central matter brought by the task force for discussion and discernment at Synod 2014 is the nature of the relationship and authority of church councils, classes, synod, the Board of Trustees of the CRCNA, and agency boards. We seek to analyze and address the “dual authority and accountability” that currently exists between agency boards and the Board of Trustees, which has at times led to confusion, duplication, suspicion, and tension.

The decisions of synod in the past have been consistent with the Reformed principle of delegated authority: councils, classes, and synod.

Synod 1987 affirmed the following three “foundational principles”:

1. The lordship of Christ is paramount.

Ultimate authority over the church, its agencies, institutions, and ministries resides in the head of the church, the Lord Jesus Christ. All Christians live and serve in common submission to Christ’s authority. From Christ, her head, the church receives the mandate to find the lost, nurture the found, care for the needy, and serve the lordship of Christ in all areas of creation (Matt. 28:18; Eph. 1:22; Rom. 8:22).

2. The local council possesses “original” authority.

“Original authority” (see Church Order Article 27-a) clearly does not imply autonomous authority. In Reformed church polity, as distinguished from Presbyterian and congregational polity, the council is the source from which church authority flows. The council exercises its authority as the representative of Christ, in submission to the written Word, in the manner in which Christ taught us, and for the welfare of the church and her ministries (Matt. 20:24-28; Acts 20:28; Heb. 13:17).

3. We govern by means of delegated authority.

The authority of major assemblies is delegated authority. Councils delegate members to classes, and classes delegate officebearers to synod. Synod delegates authority to carry out a mandate when it assigns responsibility for that mandate to a board. The authority of the board of an agency or institution is delegated authority.

By virtue of the authority synod delegates, a board governs an agency or institution of the church in line with its particular mandate. Such a board exercises its authority in Christ's name and according to his Word, in line with Reformed ecclesiology, and for the efficient and effective administration of the church's work.

(*Acts of Synod 2012*, pp. 684-85; see *Agenda for Synod 1987*, p. 276; *Acts of Synod 1987*, p. 596)

The church is governed by councils, classes, and synod. The work of the denomination is administered by synod through its various boards, committees, and agencies. Councils through classes to synod is the way in which the Christian Reformed Church governs itself.

The phrase *original authority* helps us note where that authority begins under the lordship of Christ, but it does not address how an agency board and the Board of Trustees work together when both have been delegated with authority by synod. In addition, the "foundational principles" do not address how the executive director works in this "shared" or "dual" authority environment.

As we anticipate the appointment of a new executive director, it is vital to note that the way an executive director works with agency directors and ministry offices is not just a function of culture; it is also a function of structure.

III. Background and history on administrative structure in the CRCNA

What are the structures and culture that will most enhance and develop ministry and a culture of collaboration? That singular question is one that local churches ask and one that we are asking as a denomination.

We all desire to glorify God. We all desire to be good stewards of time, talent, and treasure. We all desire to simplify where possible. We all desire to have better communication, fruitful collaboration, and greater capacity for ministry impact. Our answer to the questions raised seeks to serve the church, including the local church.

At the same time, we also note that what seemed to be effective and efficient at one time may no longer be as effective or efficient for the current times and circumstances. For example, advances in technology and communications now provide different tools and opportunities for effective ministry and organization. We are always navigating between certain principles of ministry and practices of ministry. Answers given in one era may not be answers to give in the next.

In Scripture we find an example of a change in ministry structure that addresses a new context of ministry. Acts 6:1-7 shows the development of ministry structure by responding to ministry needs (the feeding of Hellenistic Jewish widows and the focusing of the apostles' ministry). Changes were made, and a new or reformed structure was developed to address the new ministry needs and context of ministry. The change was based on purpose and was directed by ministry-purpose.

This principle of purpose- or ministry-driven structure may be seen as an additional “foundational principle” to add to the three identified by Synod 1987. This principle of structure being directed by ministry concerns is one in which every church needs to engage as part of faithful and fruitful ministry discernment.

Within the Christian Reformed Church we have developed agencies and offices in order to, among other reasons, (1) do ministry that the local church cannot do on its own and (2) share resources to support local ministry.

As the Task Force Reviewing Structure and Culture has continued its work of evaluation, investigation, and offering proposals for action, this year we have focused our work on the agency boards and the Board of Trustees of the CRCNA.

Already within the TFRSC report to Synod 2012 the following common theme was articulated by many observers:

The CRCNA operates largely as autonomous agencies and ministries—in part due to our history, culture, structure, and leadership—a “confederacy of nonprofits” versus a “union of ministries.” Conflicting interests between agency boards, agency directors, and central administration (Denominational Office) have contributed to the following results:

- a very complex organization
- collaboration issues
- a culture of competition and division
- communication issues
- underrepresented specialized ministries
- funding distribution issues
- difficulty in making timely decisions
- an organization that may be too costly to maintain

This report to Synod 2014 follows in a line of other reports and recommendations from previous synods and study committees. The most significant actions include the following:

- 1971 The Synodical Interim Committee (precursor to the current Board of Trustees of the CRCNA) is established, enabling it to monitor coordination of denominational ministries.
- 1976 Agencies are instructed to do the **work** of collaboration; the Synodical Interim Committee is to **promote** it (emphasis added).
- 1981 A review committee insists that the Synodical Interim Committee “exert more leadership to assure that agencies themselves vigorously pursue their tasks in coordination, planning, setting priorities, and evaluating results,” but synod does not provide the Synodical Interim Committee with additional authority.
- 1982 A World Missions and Relief Commission is appointed to deal with issues on various mission fields and develop better coordination of ministry.
- 1983 Classis Hudson asks synod to name a committee to “study the organizational structure of the Christian Reformed Church, including all denominational boards and agencies.” Synod 1983 agrees and directs

the matter to the Synodical Interim Committee, which forms a Study Committee on Structure.

- 1985 The Board of World Ministries is called into being, and its executive director (Dr. Roger Greenway) is appointed the following year.
- 1987 The Study Committee on Structure presents a report titled "Vision 21." Synod endorses the report, adopts its "foundational principles" and "guidelines," and appoints yet another committee (Committee on Structure Review) to address remaining questions.
- 1990 Synod declines to move agencies and offices under seven operating committees aligned under a Synodical Administrative Board (to replace the Synodical Interim Committee) as recommended by the Committee on Structure Review, but synod agrees to move forward with the creation of a new position titled executive director of ministries.
- 1992 Dr. Peter Borgdorff is interviewed and appointed to the position of executive director of ministries. The Board of World Ministries is dissolved. A denominational Board of Trustees is appointed. In the structure that comes into being, all agencies and ministries report to synod through the Board of Trustees. The executive director of ministries is charged, on behalf of synod and the Board of Trustees, with executive authority to coordinate and oversee the ministries of the denomination.

The past twenty years have seen additional developments, but the duality of a Board of Trustees having "administrative authority" and agency boards and offices also having "administrative authority" still exists.

It may be helpful to identify some concrete examples that illustrate the need to address the "dual authority" that exists between agency boards and the Board of Trustees.

1. A search for an agency director leads to the identification of a nominee. The agency board recommends the nominee to the Board of Trustees. Currently the Board of Trustees has the opportunity to interview and either affirm or decline the nominee. If they affirm, it seems like a "rubber stamp" to some. If they decline, it seems to some that the Board has stepped into an agency process, and to others that the Board has overstepped its authority.
2. An agency identifies a certain goal or aim, such as planting 300 churches over the next ten years. How does this goal of an agency become part of a denominational strategic plan and part of the discussion of funding by ministry shares? Is a denominational strategic plan the sum of agencies' plans and offices' plans, or is it more? What structure would aid greater collaboration?
3. An agency director recently asked whether the Canadian ministries director could directly contact persons within the agency without first contacting the agency director. Do members of the denominational executive team have the right and responsibility to contact agency personnel as part of their role and authority?

These three examples illustrate the need to provide better understanding and to delineate how to navigate the “dual accountability” that currently exists.

In the course of our denominational history, we have sought to work through the polarity of centralization and decentralization. We have sought to honor the focused passions of people and ministries while also seeking to harness together resources and people for a unified mission. This task force report is not intended to “solve” these concerns but to indicate ways in which we might move forward together in a new era of ministry.

In this regard, it might be helpful to recall the challenge contained in the “Vision 21” report as detailed in the *Agenda for Synod 1990*:

The key to successful coordination and integration is appropriately designated authority. The Synodical Interim Committee was not able to achieve satisfactory integration of agency work because it was not vested with the authority to see to it that it was done. . . . If the denomination is serious about coordination of resources and work, then it must accept the necessity of an administrative structure that is given the authority of synod to do the work mandated by synod.

(*Agenda of Synod 1990*, p. 337)

Before presenting any options by which we might move forward together in a new era of ministry, we need to provide an analysis of our current structures.

IV. Process of analysis of current structure

A. Strategic questions about current structures

In its deliberations over the past year, the task force has focused on the following questions:

- When are agency boards needed to achieve the mission, and when are advisory councils more appropriate?
- How can greater integration of functions be fostered, and when should that include integration of governing boards or advisory bodies?
- How should governing boards be represented on the Board of Trustees or relate to it? Should there be some linkage? If so, how?

In addition, we were asked to describe the nature of the relationship and authority between synod, the Board of Trustees, classes, and local congregations.

B. Mapping the range of boards and advisory committees

One issue that gave rise to the appointment of the Task Force Reviewing Structure and Culture was the lack of clarity about the roles of the various boards and advisory committees and the relationships between them. It should be noted that over two hundred and sixty persons serve at any one time on the various boards and advisory committees of the denominational ministries of the Christian Reformed Church.

In the past two years the task force has listened to various stakeholders and has confirmed the need for a more detailed analysis of what works well and what could be improved, as well as options for doing so. During this third year of the task force’s work, a subgroup of the task force engaged in

further research and consultation with boards and committees to inform task force discussions.

Attached to this report is a summary of the data gathered from the research (Appendix A). The subgroup considered issues to be addressed and sought to provide options for moving forward. Our purpose was to build on existing strengths to better position the CRCNA for ministry in the current and emerging context.

This discussion was also informed by synod's endorsement of the Five Streams proposal as a framework for ministry priorities. Existing agency boards and advisory bodies were asked to consider how they could contribute to ministry priorities and what structures could best support their engagement.

One of the first steps taken by the TFRSC was to gather information from all the boards and advisory committees with regard to their mandates, compositions, modes of operation, costs, and so forth. A mapping of the data revealed the following:

- that a wide range of structures exist, from nearly autonomous governing boards to informal advisory bodies
- that mandates range from very specific functions to comprehensive missional statements
- that size, composition, and criteria for recruitment vary widely
- that differences in structure, size, and composition are not clearly linked to functional differences. Bodies that perform comparable functions, for example, differ significantly in composition and size.

C. *Initial conversations with boards and committees*

Questions based on the issues identified in this early listening process were given to all agency boards and selected advisory committees prior to conversations with TFRSC members. The conversations focused on the question, What should the priority considerations for any changes and analysis of various options and their impact be? The results informed a TFRSC discussion on next steps (see questionnaire in Appendix B).

Common themes from the conversations:

- Common high-priority criteria for any structural change were (1) nimbleness to respond to a changing context, (2) collaboration between entities within the CRCNA and with partners outside the CRCNA, (3) expansion of ministry, and (4) appropriate legal authority to achieve a mandate.
- Value-added elements of both boards and advisory committees were identified as (1) the ability to focus on one area of ministry and work together to advance its goals and (2) maintaining strong connections with classes and congregations.
- Advisory committees and boards are valued by staff for providing support, advice on specific ministry, and assistance in building bridges to support community.
- Concerns about centralization include loss of focus on specific ministries, overload of general board members, and fewer avenues by which to connect with “owners” and stakeholders. In particular, there was a

lack of confidence expressed in the capacity of the Board of Trustees, as it currently operates, to give adequate attention to all ministries.

- Structures that allow high levels of differentiation in specific ministries but foster unity in achieving broad goals were preferred. Pluriformity in unity emerged as a general value for more effective relationships between the various ministries.
- While some boards operate in similar ways to advisory councils and most members of advisory councils find that structure adequate to achieve their goals, there is reluctance among many board members to consider changing from boards to advisory committees.
- Transition from current structures to any replacement will require careful management. One-size-fits-all solutions will not address diverse needs.
- Management and culture changes rather than structural reform can address some of the concerns relating to boards.
- Selection and training of board members could improve effectiveness, as well as having a clear understanding about mandates and relationships between boards.
- While there is no consensus regarding a preferred structure for all boards and committees, there is openness on some boards to consider changes that would foster greater collaboration and sense of unity in an integrated mission. Purpose-directed structural change may evolve from effective collaboration.

V. Suggested pathways to more effective governing structures and relationships

Given the complexity of the CRCNA, pursuing multiple avenues for improvement over time seems more likely than making a single, dramatic structural change.

A. Strategic objectives

The task force considered options to combine four strategic objectives:

1. Maintain the edge and capacity for focused attention on one ministry area, providing strategic input into ministry priorities and wise counsel to staff.
2. Increase coordination and collaboration between ministries, where possible, in order to advance the Five Streams of ministry priorities, as identified, for the denomination.
3. Strengthen the conversation and framework on binationality.
4. Strengthen the connection and ministry of the denomination and its agencies with the classes and congregations.

B. Potential strategies

The following potential strategies emerged from our consultations and conversations as steps on a path to achieve the objectives:

1. Promote collaboration (internally) and partnerships (externally).
 - Pursue an intentional, consistent strategy to identify and implement integrated projects that add value for achieving ministry goals and involve more than one agency and ministry office.

- Create some collaboration tables for specific strategic initiatives that will achieve a common purpose, to learn by experience (e.g., global people group ministry or outreach to Muslims).
 - Create physical collaboration table spaces and encourage agencies and offices to use them.
 - Provide skill-training and capacity-building tools for collaboration.
 - External partnerships can provide significant opportunity for ecumenical relationships to address broader systemic issues and for leveraging resources to expand ministry impact.
2. Integrate management of specific collaborative projects.
 - Implement pilot projects in collaborative groups and work through management issues as part of the pilot project.
 - Identify and communicate about best practices in working together.
 - Increase ongoing strategic planning to develop clear goals, analysis and planning of strategies, resource allocations (people and finances), and execution of plans.
 3. Clarify roles and recruitment for boards.
 - Clearly describe the roles of the Board of Trustees, the specialized boards, advisory committees, and administration (ED) in a more effective structure that could evolve through practice. While change will be gradual, growing out of experience, it is important to clarify feasible ends to reduce anxiety.
 - Develop a strategy for nomination, selection, retention, and training to attract highly qualified board members.
 - Build trust through purpose-directed interactions between staff and boards at various levels.
 4. Provide training and capacity-building for general and specialized boards.
 - Provide training in governance for boards that have a governance role to increase clarity about the responsibilities of a governing board.
 - Provide training in tools that boards and advisory committees can use to discern when end goals require differentiation and specialization and when to encourage cooperation and collaboration between ministries, within the complex organization of the CRCNA.
 5. Use strategic plan implementation as a basis for cooperation between boards.
 - Periodic and annual reviews of progress on strategic plan initiatives by specialized boards could be the basis for engagement with the Board of Trustees.
 - Discussion of progress and challenges in implementing the new strategic plan and emerging strategic issues could provide a more constructive basis for periodic dialogues between specialized boards and the Board of Trustees.

6. Implement a moratorium on development of new boards or advisory committees unless specifically required in executing the new strategic plan.
7. Present a range of options for consideration and suggested criteria for any discernment process.

All stakeholders, including the various agencies, will be invited into further conversation and consultation to consider a proposal to realign the governing structures for Back to God Ministries International, Christian Reformed Home Missions, Christian Reformed World Missions, and World Renew.

VI. Identification of criteria for a discernment process

As we move forward with the conversation, we propose the following, based on our research and the conversations to date, as key criteria for a discernment process:

- Adaptiveness—the ability to nimbly respond to new ministry opportunities and strategic challenges.
- Focused passion—the ability to channel or focus passion for a specific ministry.
- Connectivity—to local congregations, classes, and individual church members; development of a structure that promotes projects and ideas from local congregations across the denomination while also supporting the local church.
- Collaboration—increased communication, coordination, and cooperation for more effective and efficient ministry.
- Clear accountability—providing clarity or elimination of unnecessary dual accountability in reporting structures.
- Reduction of tension or possible tension between agencies with boards and offices with advisory committees within the overall structure of the CRCNA.
- Reduction of costs—as one factor for long-term sustainability.
- Clarity of governance—developing a board structure that focuses on governance and overseeing the implementation of denomination-wide strategic direction.
- Expansion and development of ministry that sees the harvest field and seeks to deploy workers for that harvest throughout the world.
- Openness to external partnerships—enables expansion, impact, and scope of ministry beyond what local congregations or even the denomination can do as well.
- Binationality—enhanced by structure that respects ministry in each national context.
- Support of denominational priorities—finding a way to more effectively develop and deliver on a unified mission and ministry for our denomination and congregations.
- Quality programming and increased trust—ensuring our commitment to meet accountabilities, standards, accreditations, and local obligations for quality programming and trust of the local congregation.

VII. Range of proposals presented for consultation and consideration

As the task force continued its work, it became clear that we would best serve the church and synod by not presenting a specific proposal for Synod 2014 to adopt. We desire instead to provide a context in which the conversation can continue before any decision is made. As part of the discernment process, we provide the following range of options for the ongoing conversation and briefly identify some of the strengths and weaknesses of each option.

A. Continue with the status quo—the structure of a Board of Trustees and agency boards as they currently exist

The Board of Trustees and agency boards continue, with both having designated authority. The executive director is charged with “bridging” these two layers of dual authority.

1. Strengths: No disruption of activities. No major transitions.
2. Weaknesses: This approach would not resolve many of the issues discussed earlier in this report. In addition, a status quo approach does not address the “overlap” of dual accountability between the Board of Trustees and agency boards. This model does not seek to engage the question of how to enhance collaboration and communication for a unified denominational ministry plan. Nor does it aid a new executive director and executive team in pulling together agencies and offices.

B. Centralize authority by changing all agency boards to advisory councils and maintaining the authority and make-up of the Board of Trustees

Agency boards would change to having advisory council status. The Board of Trustees alone would have designated authority from synod and would delegate authority to agencies and offices. This model proposes that there be no change to the composition of the Board of Trustees.

1. Strengths: Would help in aligning authority and responsibility under a new executive director and executive team who are agents of the Board of Trustees. Would help in aligning a unified denominational ministry plan by providing a structure that would support such a unified plan. Would yield potential cost savings—for example, by reducing the number of times an agency board met annually as it moved toward being an advisory council.
2. Weaknesses: Would be seen as an avenue for increased centralization as a denomination. This might be seen as placing more authority in a central Board of Trustees while diminishing the passions of agency boards and advisory boards. Does not address the current nomination process of those elected to the Board of Trustees and how members of the Board of Trustees function. Some specific concerns to be addressed would be the effect of this change on registered charity status and the effects on alliances and the ability to minister in various parts of the world (for example, World Renew’s alliances with government donors).

C. *Revise the structure of both the Board of Trustees and agency boards to align with ecclesiastical structures; develop a classis-based council of delegates with an executive council that replaces the Board of Trustees and change (all or some) agency boards to advisory councils*

Replace the Board of Trustees with a council of delegates from every classis (including at-large members) who would choose an executive council of twelve members. The council of delegates would meet once between synods, and the executive council would provide policy governance between synod and council meetings. Change all or some agency boards to advisory councils.

1. **Strengths:** Aligns an administrative structure with classical representation. Removes two layers of administrative designated authority (Board of Trustees and agency boards) by merging the advantages of a smaller executive council and the breadth of a classically based board of delegates. Potential cost savings would result by having the board of delegates meet once a year and the executive council meet three times a year.
2. **Weaknesses:** There would need to be a time of transition for the Board of Trustees and for agency boards and advisory councils. Might still be seen, by some, as centralization, with all agency boards changing to advisory councils. Some specific concerns to be addressed would be the effect on registered charity status and the effects on alliances and the ability to minister in various parts of the world (for example, World Renew's alliances with government donors).

While options A and B above are worthy of discussion, we provide these options for contrast and comparison. In addition, these two options have been part of the ongoing denominational conversation since at least 1990. Option A is on the decentralization end of the scale, while option B is on the centralization end of the scale.

Because option C is being presented for your initial impression, we submit the following additional information for consideration and discernment. We present this material by way of "What if . . . ?" questions to invite continued conversation and discernment. In addition, we have included graphic representations of these three options as Appendix C to this report.

- *What if* the Board of Trustees were the only body to receive specific delegated authority from synod, and agency boards or other offices received designated authority from synod through the Board of Trustees?
- *What if* we formed a council of delegates by which every classis was represented and we added 12 to 15 persons as at-large members, meeting annually, as a body that heard all agency and ministry reports and affirmed or overturned the ongoing work of an executive team and an executive administrative council?
- *What if* a group of 12 persons (six from the United States and six from Canada), selected from the council of delegates, formed an executive council that could provide more nimble support and guidance to an executive team led by the executive director?
- *What if* some agencies could continue to be served by their "board" members as they transitioned from being agency boards to advisory boards? (Various offices with their advisory boards could continue as

well.) What if these new advisory boards met one time less each year than the agency boards currently do?

- *What if we found a way for agency boards to remain as registered charity boards for their external functioning but were able to align them within a classically based Board of Trustees?*
- *What if we saw option C above as similar to what has occurred in many churches that have a large council of elders and deacons but have introduced an administrative board to more effectively and efficiently serve the church?*
- *What if we formed a nominating committee that would function in identifying more persons to serve at various levels of the church?*
- *What if the board of delegates were made up of experienced persons who have served on the boards of agencies, institutions, or offices?*
- *What if decisions about replacing some or all existing boards with advisory councils would be based on conversations, consultation, and thorough evaluations, using key criteria as a guide for assessment?*

It is our recommendation that any option for moving forward be evaluated along the lines of common themes, outcomes, and key criteria presented in section VI above.

VIII. Other issues to address

As done in our previous reports to synod, we provide the following updates to synod regarding issues identified in our work.

A. Develop a process for assessing meaningful outcomes of the Ministry Plan, and assess the effectiveness of the Scorecard/Dashboard method of assessment

Sometimes the naming of a concern begins the process of addressing the concern. At the beginning of our journey, the task force heard a great deal of discussion about the perceived ineffectiveness of the Scorecard/Dashboard method of assessment as it was being implemented. In 2013, the CRCNA's administration (ED and DED) proposed and the Ministries Leadership Council affirmed discontinuance of the Scorecard/Dashboard method of assessment unless a particular office or agency might want to continue with this method for their own use.

As the denomination moves forward in conversation and discernment about a "fundamentally reframed" Ministry Plan, it would be good to note that the plan should also include a process to assess meaningful outcomes.

B. Develop a nominating committee/team for denominational ministries

A comment we have often heard was that there is a lack of trust because people do not know who is on the Board of Trustees and they do not "trust" the process by which members are brought onto the Board of Trustees. (We have even heard stories of those chosen to serve from a classis simply because they noted they had someone to visit in Grand Rapids, Michigan.)

We are interested in the possibility of forming a nominating committee/team and asking that one-third of BOT members (or board of delegates) be chosen from a pool of those who have completed board service for agencies, offices, or institutions. In other words, we seek to use experienced board members who have served well and know the agencies, offices, and institutions.

C. Provide policy board governance training for board members

Another key comment that recurred in our research was that the Board of Trustees has, at times, gotten into management of agencies rather than governance. In contrast to this approach, many persons asked about Board members receiving training in board governance (i.e., policy development, strategic planning, types of governance such as Carver Board Governance, etc.). The time does appear ripe for consistent understanding and use of such tools to more deeply aid board members in navigating between governance and administrative management.

D. Define ways to enhance multiethnicity and diversity as an outgrowth and outcome of our mission

Since the TFRSC began its work, the work of the Diversity in Leadership Planning Group II (DLPG II) concluded and reported to Synod 2013. The decisions of Synod 2013 in response to the DLPG II report have begun to be addressed. One such decision is that a “pool” of potential board candidates be created. We affirm that direction and see that as something that could fit under and be a part of the work of a denominational nominating committee.

We again note that the way board members are currently chosen is seen by many as haphazard and inconsistent. How do we seek and find the best possible nominees to represent and provide diversity in leadership for the CRC?

E. Finalize the senior leadership position descriptions and consider how a “leadership team” may function after identifying an executive director

The appointment of a new executive director is an event that we pray for, along with others. We understand that there will necessarily be a time of transition. We understand that the Board of Trustees is forming a transition committee to serve the new executive director. The task force supports and encourages the formation of such a transition committee.

IX. Recommendations

A. That synod grant the privilege of the floor to Rev. Joel R. Boot, chair, and Rev. Julius T. Medenblik, reporter, when the report of the Task Force Reviewing Structure and Culture is discussed.

B. That synod allow up to thirty minutes to hear an update report from members of the Task Force Reviewing Structure and Culture and, in addition, allow up to thirty minutes for a guided table discussion on the TFRSC report during a plenary session to be determined by the officers of synod.

C. That synod recommend this report to the churches and, in particular, the “range of proposals” presented in section VII for further discussion and discernment within the church, its agencies, boards, and planning groups. This discussion and discernment will occur in the coming year, led by the Task Force Reviewing Structure and Culture, with a final proposal to be presented to Synod 2015.

D. That synod ask the Board of Trustees to explore the development of a nominating committee that would not only identify potential persons to serve on denominational boards/committees but also keep a list of persons who have served previously on denominational boards and advisory committees.

E. That synod ask the Board of Trustees to explore the opportunity to train all board members, including the present Board of Trustees, in board governance—policy development, strategic planning, decision-making, and models of governance.

F. That synod thank Mr. Terry Vander Aa and Mrs. Jane Vander Haagen for their service on the Task Force Reviewing Structure and Culture from 2011 until 2013. Both of these individuals resigned from the task force because of personal health matters that arose. We are glad to report that both have experienced a measure of healing and improved health.

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Appendix A

Research of Board Structure and Offices

QUESTIONS		Educational Institutions		CRCNA Agencies					
		Calvin College	Calvin Theological Seminary (CTS)	CRHM	CRWM	Faith Alive	BTGMI	World Renew	
1	Official mandate of each governing board and advisory committee			Governance	Governance - Ensure the responsibilities of the mandate (vision) are done in keeping with God's Word and CRCNA Standards	Governance	To insure that BTGMI programming is accompanied by appropriate follow-up activities and literature, and that BTGMI provides leadership to the CRCNA in the use of media.	Governance (Global Governance Policy/GPH)	
	Vision and purpose of the organization			Promote, support, and pray—the synodical mandate of CRHM	Proclaim the coming of the kingdom of God to all the world, call people to repentance, faith, and obedience	Promote Christian faith; develop, publish, sell, distribute literature	To lead the church into international media witness through media programming and related activities that communicate the Reformed faith in response to the need for conversion, discipleship, and cultural transformation.	Increase capacity of communities and partners; improve the well-being of people (Global Ends Policy #1)	
2	Composition of each board (country, region, classis, other)	30	19 total: 12 regional, 6 at-large (2 from Region 4)	25 total: 12 regional, 7 at-large, 6 alternate	18 total: 12 regional, 6 at-large (4 U.S. & 2 Canada)	18 total: 12 regional, 3 at-large (Korean, Business, other), 3 RCA delegates	14 regional (4 from Canada, 10 from U.S.); 2 at-large	14 elected members of Joint Ministry Council, plus classical representatives; Canada: 13 classical delegates, 8 at-large; U.S.: 30 classical delegates, 7 board members	
	Additional attendees at board meetings	4 staff plus 2 legal council (U.S., Canada)		Senior staff, regional staff; at times guests (i.e. church planters, campus pastors, etc.)	Directors of World Missions, International, Canada and missions engagement		6 staff		
3	Nomination, appointment process, terms for membership on each board			Classical involvement; board recommendations allowed	Committee of the board engages classes (and denomination at large) to submit nominees; synodically governed process with detailed guidelines	Formal process, classical involvement	Delegates nominated by classes, approved by synod; JMC delegates; two members of BTGMI also serve as liaison on BTGMI Advancement Board.	Delegates nominated by classes, approved by synod; JMC members elected from delegates; two members of BTGMI also serve as liaison on BTGMI Advancement Board.	

Appendix A

Research of Board Structure and Offices

QUESTIONS		Educational Institutions		CRCNA Agencies				
		Calvin College	Calvin Theological Seminary (CTS)	CRHM	CRWM	Faith Alive	BTGMI	World Renew
4	Requirements or qualifications for membership on each board			Leadership: specific expertise needed; diversity, availability	Passion for mission, breadth of experience as needed, promote work of CRWM, global worldview	Strategic, passionate, communicate/advocate	Attend 3 yearly meetings; understand their role as part of a policy-setting body; represent BTGMI in their region; pray for, challenge, encourage, and support staff.	Leadership, specific expertise, diversity
5	Relationship to the Board of Trustees (BOT), including information flow			Synod appoints board members; board minutes go to BOT; recommendations re structure, etc., go to BOT; uncertainty about BD relationships with the BOT in terms of authority, governance, and collaboration toward ministry; what is BOT's role toward the agency boards?	Information flows largely through agency director; minutes and memos	Synod appoints board; communications to ED office	Subject to synod and BOT; board minutes flow to BOT through ED office.	JMC is the official governance entity; subject to synod and its appointed body, the BOT
6	Relationship to staff and other decision making bodies within the CRCNA			Support; prayer	Agency director is the link among board, staff, other decision making bodies and agencies	See above	Board executive maintains close relationship with BTGMI director; board receives reports from ministry leaders; director of finance and director of advancement	Co-directorate is Board's only link to operational achievement and conduct
7	What is the extent and nature of the board role in deciding priorities, policies, and strategic decisions for the operations of the ministry?			Contribute to and approve long-range ministry and financial plans; ensure that the board is legally incorporated	Board engaged in governance functions, priorities, and policies; owner of the mission, vision, and values; monitors results	Governance, strategic direction, budget, hire key staff	BTGMI board is responsible for setting policy and providing strategic direction to staff.	JMC produces written governing policies addressing each category of corporate decisions

Appendix A

Research of Board Structure and Offices

QUESTIONS		Educational Institutions		CRCNA Agencies				
		Calvin College	Calvin Theological Seminary (CTS)	CRHM	CRWM	Faith Alive	BTGMI	World Renew
8	What is the extent and nature of the board's role in building support for ministry within churches? What is the extent and expectation of board members' connection to churches or classes?			Report on HM ministry objectives to classes and serve as ambassadors of HM programs and objectives	Board members encouraged to interact frequently with classes; report activities to entire board at each board meeting	Communicate to classes and churches for raising financial support	Board members represent BTGMI in the regions they represent, communicating with stated clerks, classes, and churches as needed. In addition, the BTGMI Advancement Board was created to support the BTGMI board in its advancement and stewardship needs.	Each IMC member and delegate asked to have a plan of interaction with classes and churches, supported by staff
9	Cost/benefit analysis (i.e., What are the costs related to your board/committee? How much have you spent on board training, travel, and meetings over the past three years—by year? What is identified as added value?)			2/2013: \$9,000; 9/2012: \$11,300; 2/2012: \$7,700	Average cost last 3 years: U.S. \$38,380; Canada \$18,500; Total \$56,880 per year; cost includes board field visits and 3 meetings per year; significant ministry value in building bridges to local churches	Travel and meeting costs for board meetings usually 2 (in OH) since April; meetings replaced by web-conferences to save expenses	2010-\$28,000; 2011-\$29,500; 2012-\$54,000 (includes director search); 2013-\$40,000 (one meeting in Burlington office). Seeking to determine added value of off-site meetings.	Cost total over 3 years (2010-2013) is \$126,846; board delegate training, travel, and meetings; benefits include creating passionate activities for World Renew in local communities
10	What are your suggestions to reduce costs?			Unless we meet less often but that doesn't seem feasible; board officer meetings are conference calls. Reduce the size of the boards.	CRWM budgets quite lean in terms of size and scope of agency; some years field visits are suspended to reduce costs (recently restored)	Two face-to-face and 1 conference call per year for board meetings	Board costs are monitored and maintained at an effective level for the governance of the organization.	No expectation to further reduce costs in this area.
				Greater autonomy; independence of boards				

Appendix A

Research of Board Structure and Offices
Other Ministries

QUESTIONS	Chaplaincy and Care	Disability Concerns	Safe Church Ministry (SCM)	Committee for Contact with the Government (CCG); Justice Ministry - Canada	Canadian Aboriginal Committee (CACMC)	Pastor-Church Relations (PCR)				Office of Social Justice (OSJ)
						Specialized Transitional Ministry (STM) Program Steering Committee (managed by PCR)	Staff Ministry Team (SMT) (managed by PCR)	Sustaining Congregational Excellence (SCE) Implementation Team (IT)		
1	Official mandate of each governing board and advisory committee	Assist churches in removing barriers; <u>mandate under revision</u>	Subcommittee of BOT; advise director and the BOT	CCG is a Committee overseeing the Centre for Public Dialogue (CPD)	CAMC Mandate approved by BOT in 2006: Educate and mobilize CRC to live in reconciled relationships as covenant people before God	Self-created to oversee STM	Synod mandated PCR to provide church staff support	Advisory team	No board	
	Vision and purpose of the organization	Gather information, increase awareness, educate/encourage congregations; regional programs and activities	Guide SCM, be a resource for the director, and advise BOT as needed	CPD is a place of conversation, learning, and action on God's call to justice and peace	Engage and mobilize congregations to answer God's call to justice and reconciliation with indigenous neighbors	Strategic support to churches in transition; create policies and procedures for STM as needed	Provide support similar to clergy support	Decide on grant proposals, advise staff re administration and strategy, assist in evaluation	Social Justice and hunger action; accountable to BOT through ED and DED	
2	Composition of each board (country, region, classis, other)	Advisory Committee (OCAC): 7 total; 5 U.S., 2 Canada (not by region), plus RCA representative	6 total; 4 U.S., 2 Canada; balance gender, nationality (U.S./Canada)	6 board members—regional representation Canada-wide; one member serves as a rep to the RCA Canadian Regional Synod	6 members: 3 representing combinations of Canada regions; 1 appointed by RCA Regional Synod; 2 at large	Staff of PCR and 4 active STM	2 staff from PCR; 6-8 church staff ministry leaders	2 Canada, 6 U.S. (4 as of 8-1-13), 1 staff	N/A	
	Additional attendees at board meetings					N/A	N/A	N/A	N/A	
3	Nomination, appointment process, terms for membership on each board	Nominated by current members; approved by BOT	Nominations come from committee or staff; final approval from the BOT	Board members nominated by CCG, appointed by BOT for 3-year term; may serve 2 terms	Chair of CAMC works with CMD and other CRC/ecumenical partners to seek nominees; recommend; up to BOT for approval; up to 2 - 3 year terms	PCR Staff are standing members; STM members invited by staff	Recommended by pastors; approved by current members	Recruited and appointed by staff		

Appendix A Research of Board Structure and Offices

QUESTIONS		Other Ministries						Office of Social Justice (OSJ)	
		Chaplaincy and Care	Disability Concerns	Safe Church Ministry (SCM)	Committee for Contact with the Government (CCG); Justice Ministry - Canada	Canadian Aboriginal Ministry Committee (CAMC)	Specialized Transitional Ministry (STM) Program Steering Committee (managed by PCR)	Staff Ministry Team (SMT) (managed by PCR)	Sustaining Congregational Excellence (SCE) Implementation Team (IT)
4	Requirements or qualifications for membership on each board	Awareness and supportive of chaplaincy standing (except for RCA rep)	Leadership, CRC members in good standing (except for RCA rep)	Passion for the mission of SCM	Committed Christians with a passion for justice	Embrace the mission of CAMC, willing to serve, Reformed worldview, support cultural contextualization of the gospel	PCR staff or active STM	Paid staff; represent each of admin., education, youth, worship/music, outreach	Diversity, pastor (small congregations), leadership
5	Relationship to the Board of Trustees (BOT), including information flow	Annual report to the BOT	DCAC meeting minutes and recommendations to BOT	SCM Advisory Committee is a subcommittee of the BOT	Committee reports to the BOT; research and information manager of CPD informs CMD, and chair of CCG informs BOT	CAMC is officially a committee of BOT; responsible to BOT through the director	Regular reports to BOT	Regular written updates plus BOT initiated contact	BOT reporting through PCR as of 7-1-2012
6	Relationship to staff and other decision making bodies within the CRCNA	Advises and assists director of Chaplaincy and Care (policies, endorsements, and grants)	DCAC serves as advisors to director for vision and direction	Relationships with PCR in addition to own staff members	Primary partnerships; Aboriginal Ministries Committee, Race Relations, OSI, RCA Regional Synod	Staff support from justice and reconciliation mobilizer; 3 Urban Aboriginal Ministry directors; relationships with CCG, OSI, Race Relations	Staff relationships through PCR staff	SMT reports only to PCR; copy of minutes to MLT	IT advises program director, who is accountable to PCR; PCR represented on MLC
7	What is the extent and nature of the board role in deciding priorities, policies, and strategic decisions for the operations of the ministry?	Purely advisory	Director makes decisions after consultation with DCAC	Committee serves as advisor to director; recently was more involved in financial and staffing issues when director position was vacant	2 meetings per year plus conference calls for planning, priority setting, and program review; have a 3-year strategic plan	Committee guides the work of Aboriginal Ministry in Canada; not a governance body; no supervisory responsibilities	Committee takes recommendations under advisement; PCR decides	Collaborative and consensual decisions; accountable to PCR	IT advice is critical to the SCE program

Appendix A

Research of Board Structure and Offices

QUESTIONS		Other Ministries							Office of Social Justice (OSJ)
		Chaplaincy and Care	Disability Concerns	Safe Church Ministry (SCM)	Committee for Contact with the Government (CCG); Justice Ministry - Canada	Canadian Aboriginal Ministry Committee (CAMC)	Specialized Transitional Ministry (STM) Program Steering Committee (managed by PCR)	Staff Ministry Team (SMT) (managed by PCR)	
8	What is the extent and nature of the board's role in building support for ministry within churches? What is the extent and expectation of board members' connection to churches or classes?	CMAC members encouraged to attend class meetings - to be supportive, but no specific assignments to enable this	No formal expectations of DCAAC members, though some make church connections on DC behalf	No real role for building support; materials sent to churches annually for Abuse Awareness Sunday; committee members sometimes help with classes and other presentations as needed.	Resource development not a strong component of board role; CPD information regularly sent to churches	CAMC members involved in local CRC but no formal expectation to connect to churches and classes; CAMC supported by ministry shares	STM Program provides strategic support to churches in transition; each steering committee member is active with a congregation	Team role; equip and encourage ministry staff	No formal role of IT members to build support for program in churches, though this does take place
9	Cost/benefit analysis (i.e., What are the costs related to your board/committee? How much have you spent on board training, travel, and meetings over the past three years—by year? What is identified as added value?)	CMAC meets 2 times per year, average per year about \$2,000-\$8,000 total for the past 4 years; travel and lodging for annual conference and CMAC meeting	Total cost over 3 years (2010-2013) \$4,004; 4 meetings per year; usually one meeting held via video conference and one just before annual DC Leadership Conference	Costs primarily travel; meetings were 3 times per year; past 2 years only 2 times per year	\$9,500 for board meetings and conferences (annually); added value: opportunity to network and get a regional sense beyond CPD (Ottawa) office (and vice versa)	Total CAMC budget is \$15,500, of which \$5,000 is for conferences and meetings	Minimal cost, mainly borne by the congregation being served; value: helping churches through difficult situations	\$4,000 to \$5,000 per year for face to face meetings; benefit is full integration of team (especially with new members)	\$25,000 over the past 3 years (2010-2013); IT meets face to face for about \$390 per person per meeting; 2 meetings per year (Jan. and July)
10	What are your suggestions to reduce costs?	No suggestions; costs minimal; annual meeting valuable to meet with chaplains and CMAC members	Low costs since DCAAC members live close to Grand Rapids, use of video conferencing	Committee and staff agreed to cut costs by meeting only once per year; 2 other meetings using video conferencing	No real opportunity to reduce costs; budget is \$141,000 and 1 full-time staff	Current budget is very small; further reduction would severely compromise the effectiveness of the committee	Minimal cost, so minimal opportunity for reduction	Minimal costs due to only 2 meetings per year; phone calls for all other communications	If IT were disbanded, significant loss of program's connection with local church and pastors
									Lesser (or no) independence of boards or committees

Appendix B

Questions for Boards and Advisory Groups in the CRCNA

1. What criteria and/or core values should be considered in making structural changes to boards and advisory committees of the CRCNA and its ministries? Some are listed below. Check those that you think apply and then circle your top five priorities. Feel free to provide comments:

- More nimble and flexible structures to facilitate ministry at denominational and local congregational levels in changing contexts.
- Greater (higher quality and quantity) input of congregations into direction and priorities of ministry.
- More legal authority for one centralized body (Board of Trustees) over ministries and their multiple mandates.
- More legal authority for decentralized bodies (boards/committees) over each major mandate or ministry.
- Reduce costs and complexity of administration within the CRCNA.
- Enhanced accountability.
- Better management of risks.
- Expansion of ministry—reaching more people.
- More coordination and collaboration between CRCNA ministries to better achieve common goals.
- Increased sense of unity.
- More coordination and collaboration between a CRCNA ministry and those outside the CRCNA to better achieve common goals.
- Connecting to more opportunities outside the CRCNA to achieve goals beyond current CRCNA ministries.
- Other?

2. Suggestions for Improving Agency Board or Ministry Advisory Council

What suggestions do you have for improving the structure of your board or advisory committee to make it more effective in achieving its mandate and/or goals?

3. Five Streams

What can your agency board or advisory council do to contribute to the development and implementation of the Five Streams that Synod 2013 is asking CRC congregations to consider as a framework for ministry? (See Addendum 1.)

4. Options for Boards and Advisory Councils

In 2012, the Task Force Reviewing Structure and Culture (TFRSC) reported to synod the following analysis that came as a summary of staff comments during listening sessions that the TFRSC held with them:

The CRCNA operates largely as autonomous agencies and ministries—in part due to our history, culture, structure, and leadership. Thus we have a “confederacy of non-profits” versus a “union of ministries.” Conflicts of interest between agency boards, agency directors, and central administration (DO) are contributing to

- a very complex organization.
- collaboration issues.
- competition and division.
- communication issues.
- under-represented specialized ministries.
- funding distribution issues.

To address this, the following suggestions were given by denominational staff during these listening sessions with TFRSC:

- Consolidation of boards/Do not consolidate
- Fewer boards or one board
- Change mandate of agency boards to advisory committees of the BOT
- Ministry Council should be the binding agent for integration
- Representative(s) from each board/ministry would be part of the BOT
- Combine mission agencies into a Council of Executive Ministries to enable long-term vision and collaboration
- “Charter” outlining clear authorities and decision making processes between ministries, BOT, DO, and synod

In light of this, there are currently five options being explored by the Task Force Reviewing Structure and Culture with regard to governance for agency boards and ministry councils:

- Option 1: Retain agency boards or advisory councils and then have one or two members from each board serving also as members of the Board of Trustees (BOT).
- Option 2: Constitute a BOT that has representatives of each classis; this BOT would have subsets of committees/advisory councils that would specialize in given areas of agencies or ministries. This would mean agency boards would shift to advisory councils.
- Option 3: Consolidate agency boards or advisory councils with other agency boards or advisory councils (e.g., where they align well with the Five Streams), and then two members from the consolidated board/council would also serve on the Board of Trustees.
- Option 4: Change agency boards to advisory councils that would have one or two members serving also as members of the Board of Trustees.
- Option 5: Retain the current structure of agency boards or advisory councils in its connection with BOT.
- Option 6: Your suggestion?

In the table below, please indicate your feedback on these options, describing what you see as the merits and challenges for each option. Feel free to add another option (6) if you have one.

OPTION #	MERITS	CHALLENGES	FEASIBILITY LEVEL **
1			
2			
3			
4			
5			
6			

** Indicate how feasible this option would be for your agency or advisory council within a range of **HIGH** (highly feasible/preferred), **MED** (could make it work well), **LOW** (would take a lot to make it work), **NA** (not at all possible).

5. Are there any other ideas or suggestions you have for the Task Force Reviewing Structure and Culture as it considers the structure and governance of agency boards, advisory committees, and the BOT in the CRCNA? (Note Addendum 2 if you wish to review and comment on the purpose and functions of the BOT with regard to your perception of the role of advisory councils or agency boards.)

Christian Reformed Church in North America Our Five Streams (Denominational Priorities)

Faith Formation	Servant Leadership	Global Missions	Loving Mercy; Doing Justice	Gospel Proclamation and Worship
<p>As a community of believers we seek to introduce and nurture faith in Jesus Christ.</p> <p>We believe the church must work together to challenge and equip each believer to grow in their faith as they seek to be faithful disciples in the kingdom of God.</p>	<p>We seek to identify, recruit, and train leaders to be servants in the kingdom of God.</p> <p>We believe the lifelong equipping of all leaders is essential for the flourishing of churches and ministries.</p>	<p>We are a missional community with a kingdom vision.</p> <p>Therefore, we seek to be witnesses and agents of the kingdom “to the ends of the earth.”</p> <p>Our primary objective is to start and strengthen local churches, both in North America and around the world.</p>	<p>We hear the cries of the oppressed, forsaken, and disadvantaged.</p> <p>Our hearts are broken by the things that break the heart of God.</p> <p>Therefore we seek “to act justly and love humbly with [our] God (Mic 6:8).</p>	<p>Faith comes through the hearing of God’s Word.</p> <p>We seek to proclaim the saving message of Jesus Christ and worship him in all that we do.</p>

Note: Each stream or priority is to be supported by a “collaboration table” of representatives of select ministries and/or institutions within the CRCNA for the purpose of advancing the respective stream within the denomination.

Addendum 2

Excerpts from the Constitution of the Board of Trustees of the CRCNA

Article II Purposes

The purposes of the Board are to transact all matters assigned to it by synod; to supervise the management of the agencies and committees established by synod and designated in the bylaws of the Board, including the planning, coordinating, and integrating of their work; and to cooperate with the educational institutions affiliated with the denomination toward integrating the respective missions of those institutions into the denominational ministry program. To fulfill its purposes, the Board will do the following:

- A. Lead in developing and implementing a denominational ministries plan for the agencies, committees, and educational institutions established by synod.
- B. Assure collaboration among agencies, committees, and educational institutions established by synod.
- C. Exercise general oversight and authority in the manner stated in the bylaws of the Board.

Nothing contained herein shall interfere with the authority of the Board of Trustees of Calvin College and the Board of Trustees of Calvin Theological Seminary to govern their respective institutions and to manage their personnel, facilities, educational programs, libraries, and finances according to their respective articles of incorporation and bylaws.

Article III Functions

The functions described in this article are carried out by the Board under the authority of the synod of the Christian Reformed Church in North America, and by virtue of the Board's legal status with respect to its corporate entities in accordance with applicable laws in Canada and the United States.

To achieve the purposes described in Article II hereof, the Board shall carry out the following functions:

- A. Implement all matters committed to it by the specific instruction of synod, carrying out all necessary interim functions on behalf of synod, and execute all synodical matters that cannot be postponed until the next synod.
- B. Lead in the development and implementation of a denominational ministries plan that reflects the biblical and Reformed mission commitment of the Christian Reformed Church. The denominational ministries plan provides a framework for the Board's supervision of the management of the agencies, the planning, coordinating, and integrating of their work, and for the integration of the respective missions of the denomination's educational institutions into the denominational ministry program.
- C. Present to synod a unified report of all the agencies, committees, and educational institutions, as well as a unified budget inclusive of all agencies, committees, and educational institutions.

D. Serve synod with analyses, reviews, and recommendations with respect to the programs and resources of the denomination. In its discharge of this responsibility, the Board shall require reports from all the agencies, committees, and educational institutions.

E. Adjudicate appeals placed before it by the agency boards and committees. Such appeals shall be processed in accordance with the bylaws of the Board and the provisions of the Church Order. Appeals that deal with an action of the Board may be submitted to synod for adjudication.

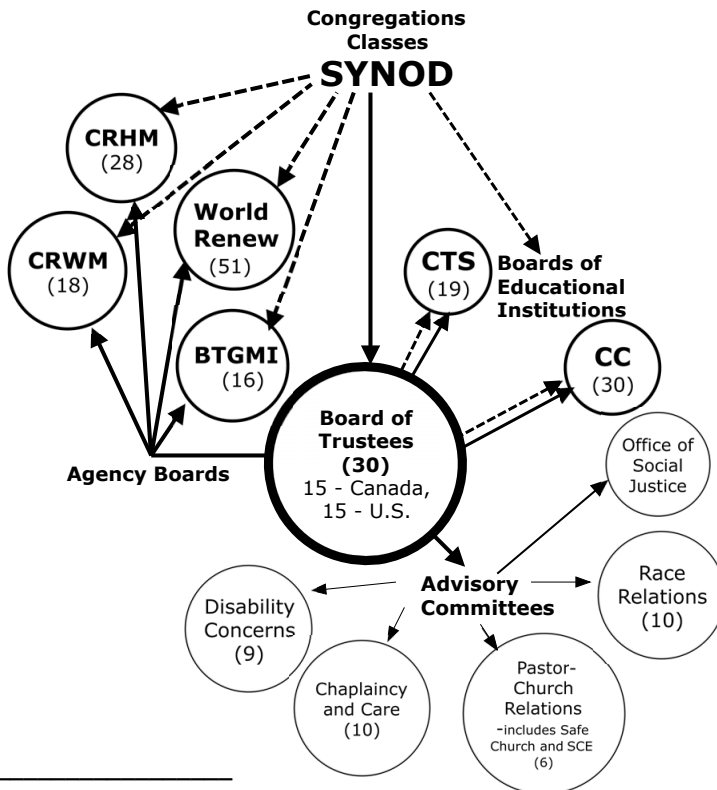
F. Discharge all responsibilities incumbent upon directors of the Christian Reformed Church in North America, a Michigan not-for-profit corporation (CRCNA-Michigan), and the Christian Reformed Church in North America, a federally registered charity corporation (CRCNA-Canada) organized under the laws of Canada.

G. Serve as the Joint-Ministries Management Committee (JMMC), which is responsible for any joint-venture agreements between the CRCNA-Michigan and CRCNA-Canada. Members of the Board also serving as directors of CRCNA-Canada are responsible for joint-venture agreements between CRCNA-Canada and the agencies and committees of the denomination that are not registered as Canadian charities.

H. Approve all joint-ministry agreements between or among agencies and committees.

Appendix C
Proposed Options for CRCNA Board Restructuring

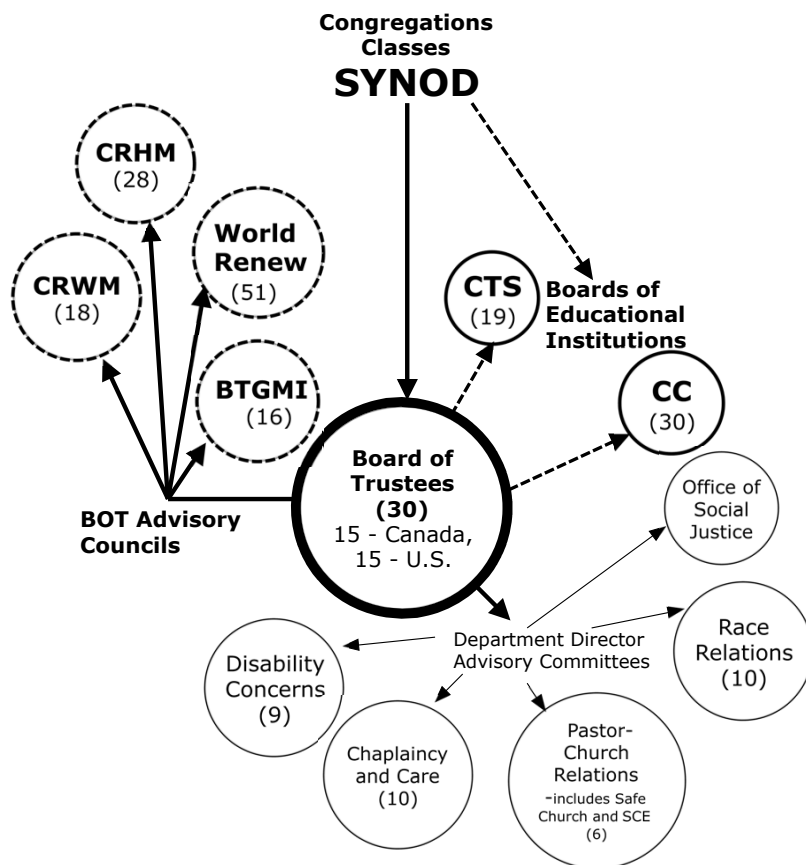
Option A: Status Quo



Notes:

1. Board of Trustees and agency boards — both receive delegated authority from synod.
2. BOT has 30 members (15-U.S.; 15-Canada). BOT has an Executive Committee of 6 members (3-U.S.; 3-Canada).
3. Abbreviations: Christian Reformed Home Missions (CRHM); Christian Reformed World Missions (CRWM); Back to God Ministries International (BTGMI); Calvin Theological Seminary (CTS); Calvin College (CC); Sustaining Congregational Excellence (SCE).
4. Board and advisory committee sizes vary widely (see numbers in parentheses).

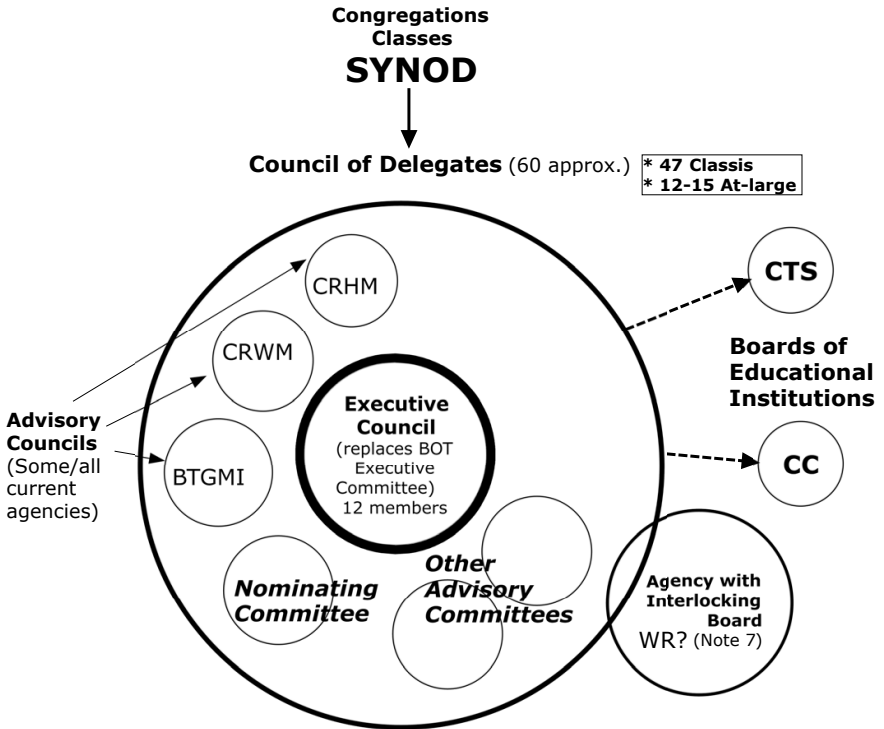
Option B: Centralized Authority



Notes:

1. Board of Trustees and agency boards — both receive delegated authority from synod.
2. BOT has 30 members (15-U.S.; 15-Canada). BOT has an Executive Committee of 6 members (3-U.S.; 3-Canada).
3. Abbreviations: Christian Reformed Home Missions (CRHM); Christian Reformed World Missions (CRWM); Back to God Ministries International (BTGMI); Calvin Theological Seminary (CTS); Calvin College (CC); Sustaining Congregational Excellence (SCE).
4. Board and advisory committee sizes vary widely (see numbers in parentheses).

Option C: Council of Delegates Replaces BOT



Notes:

1. Executive Council (EC) and Council of Delegates receive delegated authority from synod.
2. EC has 12 members (6-U.S.; 6-Canada). EC meets 3 times/year.
3. EC can create or restructure Advisory Councils.
4. Council of Delegates (CoD) has 1 rep per classis, plus 12-15 at-large (meets once/year).
5. CoD members appointed from experienced board members of agencies (at least 1/3).
6. Advisory Committees meet at least 2 times per year—once with the entire Council of Delegates and one other time of their own choosing.
7. Some agencies may fit the criteria to have a fully functioning independent (but interlocking) board; (World Renew, perhaps?) some members (at least 1/3) may be appointed by EC. Area for further study.
8. Other Advisory Committees may include committees to support the work in each of the Five Streams (i.e., Faith Formation, Servant Leadership, Global Missions, Love Mercy - Do Justice, and Gospel Proclamation and Worship).