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Council of Delegates Governance Handbook

Glossary

Agencies and Ministries. For the purposes of the COD Governance Handbook, the terms agencies and ministries refer to those agencies and ministries that synod has directed to be placed under the governance of the COD: Aboriginal Ministries (Canada), Back to God Ministries International, The Banner, Committee for Contact with the Government (Centre for Public Dialogue), Resonate Global Mission, Chaplaincy and Care Ministry, Disability Concerns, Faith Formation Ministries, Offices of Race...
Relations and Social Justice, Pastor Church Resources, Safe Church Ministry, ServiceLink, and Worship Ministries. (See section 1.311 for the appropriate synodical reference.)

Other CRCNA Entities. For the purposes of the COD Governance Handbook, the term other CRCNA entities refers to those agencies, ministries, and educational institutions that are fully and legally part of the CRCNA but that synod has directed to be governed apart from the COD: Calvin University, Calvin Theological Seminary (CTS), and World Renew (WR). (See section 1.212 for the appropriate synodical reference.)

Other Non-agency, Non-institutional Boards. For the purpose of the COD Governance Handbook, the term other non-agency, non-institutional boards refers to those boards that for reasons of incorporation status are separate from the COD but whose governance needs to work in concert with the COD: the board of the Reformed Benefits Association and the Raise Up Global Ministries board.

Unified Ministry of the CRCNA. For the purpose of the COD Governance Handbook, the term unified ministry of the CRCNA, often used by synod, refers to the COD’s responsibility of focusing on the agencies and ministries assigned to it as well as extending to the other CRCNA entities and other non-agency, non-institutional boards. Typically such focus is found in the denomination’s ministry plan (for example, see section 1.112). In addition, synod often uses this term when seeking unified financial management and operations (for example, see section 2.121). While sometimes synod participates directly in actions that are foundational to unified ministry (e.g., approving changes in mandates of other CRCNA entities), such actions flow through the COD (e.g., the COD’s role in being the channel of communication for Calvin University, CTS, and WR to synod—see 1.312) in recognition of the COD’s role that extends—on synod’s behalf—beyond the agencies and ministries it directly governs.

1.0 Introduction to the Council of Delegates (COD)

The COD Governance Handbook provides the contours for the COD’s authority and function, both in terms of its role and responsibilities relative to CRCNA agencies, ministries, and other CRCNA entities as well as its relationship to the church (e.g., synod, classes, and congregations) and state (connection to corporate entities).

Significant policies and governance structures can be revised/amended by action of the COD and, when so determined by precedent and any prior instruction provided by synod, then brought to synod for approval or ratification. Other aspects can be revised/amended by action of the COD, but ratification by synod is not required (other than initial synodical acceptance).

1.1 Governance

Synod 2015 accepted a report from the Task Force Reviewing Structure and Culture, approving the formation of a COD (Acts of Synod 2015, p. 679), and in so doing relied upon an earlier action of synod: “The COD would be a policy governance board, in line with the task force’s 2014 recommendation for adoption of policy governance by all boards (adopted by synod; see Acts of Synod 2014, p. 564)” (Agenda for Synod 2015, p. 357).

The COD functions with a constituent-representative model of policy governance. Policy governance suggests a board’s role is to see that the organization achieves what it should, avoiding the unacceptable (via the concept of limitations), all on behalf of its constituents.

This constituent-representative model of policy governance provides a “link between the organization’s board and its constituents. The constituents are represented on the governing board.
and participate in policy development and planning.”¹ For these purposes, the term *constituents* refers to CRCNA members.

Similar to all forms of policy governance, there is clear differentiation between board activity and staff/administrative activity. Those serving on the COD are not invited into management functions. Staff/administrative members do not chart the direction and set the policies for the denomination, but they serve as implementers, working within the contours of COD-set policies toward the goals and limitations identified by the COD in conjunction with the CRC constituency. Moreover, as the COD sets direction and evaluates the effectiveness of outcomes, staff and administration are always attentive to context, making recommendations and providing analysis to the COD in ways that consider binationality, diversity, and the like.

This model flows from CRC church polity as described in Church Order Article 27-a: “Each assembly exercises, in keeping with its own character and domain, the ecclesiastical authority entrusted to the church by Christ; the authority of councils being original, that of major assemblies being delegated.” In other words, ecclesiastical authority begins with congregations and is delegated to classis and then to synod. Church Order Article 27-a is balanced by Article 27-b: “The classis has the same authority over the council as the synod has over the classis”, emphasizing the authority of the broader assemblies, which are made up of office-bearers who represent Christ’s authority in those assemblies as they make decisions for the broader church. The role of office-bearers in each of these assemblies is significant in Church Order Article 1-a: “The Christian Reformed Church, confessing its complete subjection to the Word of God and the Reformed creeds as a true interpretation of this Word, acknowledging Christ as the only head of his church, and desiring to honor the apostolic injunction that office-bearers are ‘to prepare God’s people for works of service, so that the body of Christ may be built up’ (Eph. 4:12), and to do so ‘in a fitting and orderly way’ (1 Cor. 14:40), regulates its ecclesiastical organization and activities.”

As an ecclesiastical governance entity serving in the interim of synod, the COD provides governance by means of the authority delegated to it by synod and with its synodically elected membership representing classes or serving in at-large capacities.

The following definitions provide clarity as this approach to governance requires clarity concerning vocabulary.

1.11 COD Terminology

1.111 Policies. Flowing from statements of mission, vision, and values, *policies* are established by the COD (and, when appropriate, synodically approved) to provide parameters by which its members participate in COD deliberations and actions and to provide personnel the contours within which to enact the programs and utilize the resources of COD-governed agencies and ministries in pursuit of denominational purposes. *(Note: For the purposes of the Canadian corporation(s), *policies* provide control; see section 1.4 for further information.)* When such polices extend to other CRCNA entities and to non-agency, non-institutional boards, such synodically required broadening is noted.

1.112 Goals. Fundamental to Ministry Plans, *goals* are the COD-approved (and, as appropriate, synodically approved) purposes of the CRCNA necessary for guiding the efforts of CRCNA

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agencies and ministries. Goals are at times referred to as criteria, desired futures, or the like. (Note: For the purposes of the Canadian corporation(s), goals provide direction.)

1.12 Non-COD Terms. While standards, strategies, guidelines, and procedures do not require COD approval, they may be brought to the COD for information and advice to ensure consistency with the policies and the goals to which they are linked as well as to substantiate appropriate policy implementation.

1.121 Interagency/Ministry/Other CRCNA Entities in Relationship to the COD

1.1211 Standards. Guiding principles and parameters set by the appropriate administrative group (at times these are also referred to as administrative policies).

1.1212 Strategies. Initiatives and actions developed by the appropriate administrative group to enact policies and goals.

1.1213 The Ministries Leadership Council (and its corresponding bodies) is the major administrative agent for executing the mission of the CRCNA via interrelationships among agencies, ministries, and other CRCNA entities (see 5.2312).

1.122 Agencies, Ministries, and Other CRCNA Entities in Relationship to the COD

1.1221 Guidelines. Directions, practices, and ideas (set by the appropriate administrative person or unit) that help people make appropriate decisions (e.g., ordinary missionaries are encouraged to avoid home service during the summer months).

1.1222 Procedures. Actions developed by the appropriate administrative person or group that must be taken in order to implement a policy or standard.

1.2 Authority and Relationships: Synod

The CRCNA identifies the twofold ecclesiastical authority of this governing body by means of its relationship to synod (see also 1.1, above, for the more complete context of the assemblies of the church).

1.21 Acting on Behalf of Synod. Church Order Article 33-b:
“... synod shall appoint the [Council of Delegates] to act for them in matters which cannot await action by [synod itself and to] ... submit all their actions to the next meeting of [synod] ... for approval.”

1.22 Matters Assigned to the COD. The COD “deals with such matters as have been assigned to it by synod as a board of directors. In that capacity the [COD] is synod’s servant to oversee the corporate and ministry functions of the denomination”¹—both in terms of the direct scope assigned to the COD (see 1.311, below) and the complete scope of synod (see 1.312 and 1.313, below).

1.3 Authority and Relationship: Agencies, Ministries, Other CRCNA Entities. The second synodically derived function of the COD relates to CRCNA agencies, ministries, and other CRCNA entities.

1.31 Scope

1.311 Agencies and Ministries. In forming the COD, synod drew together all of the agencies but one and all ministries of the CRCNA under reorganized governance: “reorganization of the

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governance of the agency boards for Christian Reformed World Missions, Christian Reformed Home Missions, and Back to God Ministries International, as well as the governance of the Board of Trustees of the CRCNA and core ministries under its governance” (Agenda for Synod 2015, p. 355).

1.312 Other CRCNA Entities. This note from the Agenda for Synod 2015 provides the rationale for boards not incorporated into the COD: “The boards of World Renew, Calvin University, and Calvin Theological Seminary would remain the same, due to requirements for recognition and accreditation in their respective fields of endeavor, ability to receive grant funding, and ability to do ministry in contexts where churches are not welcome” (p. 375). Further, “while there would be continuation of separate boards [for these three entities], we anticipate that the Council of Delegates would continue and enhance connections with these ministries” (p. 376). Thus relationships described in Appendix F to this handbook and decades of synodical instructions remain operative, as requirements for the consolidation of services (e.g., IT, Human Resources, Financial Services, etc.) continue to be necessary where appropriate among both the agencies/ministries and these other entities (World Renew, Calvin University, Calvin Theological Seminary). This is realized in the membership of these other entities on the Ministries Leadership Council, where integrative standards (administrative policies) and strategies are formed and decided upon. Further, Calvin University, Calvin Theological Seminary, and World Renew communicate to synod through the COD. Additionally, changes they approve to their mandates, constitution, and/or bylaws require presentation by the COD as recommendations to synod.3

1.313 Other Non-agency, Non-institutional Boards. The Council of Delegates provides a significant role for other CRCNA boards such as those for the Reformed Benefits Association and Raise Up Global Ministries. The COD may serve these other boards when specified by the boards’ bylaws—for example, by making appointments to their boards and approving substantial changes to their stated purposes and missions.

1.4 Relationship to Corporate Entities
The CRCNA’s long-standing understanding of church-state relations flows from biblical and confessional (e.g., Belgic Confession, Article 36) sources, and is summarized in the CRCNA’s position on church and state: “The church recognizes and honors the state for its God-given power and service, faithfully proclaims the gospel to all in the state, and prays for all people, including those who are in authority, so that all may lead quiet and peaceable lives (1 Tim. 2:1-2).” Out of these understandings, legal incorporation of congregations, agencies, and assemblies has been the expected practice.

With the initiation of the COD, this statement provides the instruction behind the various corporate identities involved: “Yet the identity of each mission agency would remain, and their legal status as separate charitable organizations (in both Canada and the U.S.) would continue” (Agenda for Synod

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3 The provision of Section 1.312 Is to be understood In light of synod’s action (Acts of Synod 1993, p. 343), which states, "Nothing contained herein shall interfere with the authority of the Board of Trustees of Calvin University 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." Note: The intent of this act of synod is understood to apply to World Renew as well and is made specific by means of memorandums of understanding.
The new mission agency board (former name of Resonate Global Mission) asked that their Canadian and U.S. bylaws be included in the overall CRCNA bylaws (yet while maintaining their separate identity), so there are four corporate structures, each with their own bylaws and their relationship to the Council of Delegates defined in a joint operating document as well as in each set of bylaws. The four corporate structures are these: [note: titles are working titles at this time]

Back to God Ministries International of the Christian Reformed Church in N.A.-Canada
The Christian Reformed Church in N.A.-Canada
Back to God Ministries International of the Christian Reformed Church in N.A.-U.S.
The Christian Reformed Church in N.A.-U.S.

The two Canadian Corporations are the legal agents in Canada for the synod of the CRCNA and the COD. The two U.S. Corporations are the legal agents in the U.S. for the synod of the CRCNA and the COD.

2.0 Mandates, Functions, and Policies of the COD and Its Committees

2.1 The Council of Delegates

2.11 Mandate. The purpose of the COD is to govern ministry functions and oversee corporate functions of the CRCNA (see also 1.2, above). In fulfilling this responsibility, the COD shall do the following:

2.111 Relative to Synod. Transact all matters assigned to it by synod and serve in the interim of synod on its behalf “in matters which cannot await action” by synod itself and to submit all such actions to the next meeting of synod for approval (Church Order Article 33-b).

2.112 Relative to Agencies and Ministries. Lead the agencies and ministries of the CRC (e.g., BTGMI, Resonate Global Mission, and Congregational Services) in light of the missions, visions, and callings established by synod, providing recommendations to synod when the missions, visions, and callings need to be reconsidered.

2.113 Relative to Other Entities/Boards. Cooperate with the educational institutions affiliated with the denomination and World Renew as well as other CRCNA boards toward integrating the respective missions of those institutions and functions into the denominational ministry plan, bringing their reports and any recommended actions to synod via the COD.

2.114 Relative to Congregations and Classes. Perform an intermediary role with three functions: (a) convey inputs for effective ministry from congregations and their members; (b) report back to classes and churches regarding work done by denominational ministries to achieve shared ministry goals; and (c) assist churches to discern changing context and other factors that affect effective ministry—all to achieve expressed shared goals for ministry.

2.115 Relative to Staff Leadership. Provide the denomination its administrative leaders of agencies and ministries by searching for and identifying nominees for vacancies, by selecting candidates and presenting them to synod, and by sustaining administrative leaders with evaluation and support. See Appendix G.

2.116 Relative to Binationality. Ensure that appropriate national contexts are considered in policy construction and administrative implementation, working with the relevant corporate entities in Canada and the U.S. (see section 1.4) and attending to the report Cultivating Binationality (adopted by the BOT and received for information by Synod 2014) found in Appendix L.
2.12 Policies. This mandate requires COD responsibility for the policies needed to govern ministry functions and oversee corporate functions of the CRCNA (section 2.1) assigned to it; providing parameters by which its members participate in COD deliberations and actions and providing personnel the contours within which to enact the programs and utilize the resources of CRCNA agencies and ministries in pursuit of denominational purposes (section 1.111). Two types of policy result: (a) policies for the agencies and ministries of the COD that provide ends (goals) and limitations within which staff manage, via standards and strategies, guidelines and procedures, and (b) policies that are requested by synod and provide standards and strategies that extend to the unified ministries of the CRC. The COD attends to both types of policies via the various functions of the COD Ministries and Services Committees and decisions of the full COD. These policies are found in the Appendices of this Handbook. The areas of policy foci are the following:

2.121 Finances, Infrastructure, and Advancement. To ensure the provision of appropriate financial management, facilities and systems, and advancement policy within which personnel function and the COD agencies and ministries operate in conjunction with the unified ministry of the CRCNA, thereby ensuring the financial integrity of the denomination’s agencies and ministries and the infrastructure needed for staff to pursue their ministries with excellence and efficiency.

2.122 Administrative Leadership and Human Resources. To ensure the provision of appropriate employment policies for all employees that shall not contraindicate federal, provincial, and state employment law, identifying when necessary, evaluating regularly, and supporting constructively administrative leaders of the denomination within the scope of such policies. Note: Employment policies are normally management policies, not COD governance policies; however, revisions to or new employee policies that have significant resource (financial or otherwise) implications require review by the Support Services Committee and approval by the COD.

2.123 Criteria and Goals. To ensure the provision of policies that establish the programmatic criteria (goals) and evaluation of progress toward goals for the unified ministry of the CRC while ensuring the establishment of standards and strategies by which personnel pursue such goals.

2.124 Evaluation and Assessment. To attend to the organizational structure and health of the unified ministry of the CRCNA by ensuring the establishment of standards and strategies of assessment (e.g., Ministry Plan measures, personnel surveys, etc.), periodically reviewing outcomes and identifying any needed revision of goals and policies as a result.

2.125 Appointment of Leaders. To maintain policies for the appointment of leaders, including those brought to synod. (See Appendix G.)

2.1251 For the appointment of leaders for BTGMI and Resonate Global Mission, see 2.2214.

2.1252 For the appointment of leaders for Congregational Services and other ministries, see 2.2224 and 2.2234.

2.1253 For the appointment of other administrative leaders, see 2.2313 and 2.2414.

2.1254 For the appointment of The Banner editor, co-directors of World Renew, and presidents of Calvin College and Calvin Theological Seminary, see Appendix G, Section Two.

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4 In addition, the COD policies identify where, by synod’s request, such policies connect with other CRCNA entities and other non-agency, non-institutional boards.
2.13 Membership. The members (delegates) of the COD are identified (with the assistance of the COD’s nominating committee) by classes and appointed by synod; at-large delegates are identified by the COD’s nominating committee and appointed by synod. COD members (delegates) are to be members in good standing of the CRCNA, not employees of the CRCNA, and able to sign the Statement of Agreement with the Beliefs of the CRCNA—an exception policy is provided (see Appendix Q). New members, upon nomination to the COD, will be informed of the Statement and exceptions policy.

2.131 Classis. Each classis of the CRCNA shall, with the assistance of the COD’s nominating committee, provide in a manner selected by the classis a nominee through the COD to synod. The total number of classis delegates shall be the same as the number of classes.

2.132 At-Large. The nominating committee shall provide, with the endorsement of the COD, a slate of nominees to synod. The total number of at-large delegates shall range from 2 to 10.

2.133 Terms. The term of office shall be three (3) years with the possibility of election to a second term. When a member (delegate) is unable to finish his or her term, the COD will appoint (in consultation with the classis when the position is a classical delegate) an interim (with the privilege of vote) until the process in 2.131 or 2.132 is implemented, so that the nominee identified by classis (or, in the case of at-large, by the COD) and elected by synod can fill out the remaining term of the previous delegate.

2.134 Conflict of Interest. In their COD service, members shall adhere to the synodically approved Conflict of Interest Policy (Appendix A).

2.135 Responsibilities of individual COD members.

2.1351 COD Meetings. Attend all COD meetings in order to carry out required duties; attend committee meetings and other special functions and events as appropriate; contribute to and review the agenda and supporting materials prior to board and committee meetings. Note: In carrying out these duties, COD members shall refrain from approaching individual CRCNA staff members for information or instruction. Rather, COD members should present their request or concern to the Executive Committee or present their request by way of the call for agenda items (see section 2.2412).

2.1352 Classis Meetings. Serve as the key link between the COD and classis (if a COD member representing a classis), listening to the concerns and desires of the classis on behalf of the COD and bringing reports to the classis of the work of the CRCNA’s agencies and ministries.

2.1353 The CRCNA. Pray for the CRCNA—its leaders, agencies, and ministries—on a regular basis, and challenge others to pray as well; give to the work of the CRCNA according to how God has blessed, and challenge God’s people also to give; support and encourage the personnel with words of appreciation.

2.1354 Nomination Process. Participate in the assignments of the nominating committee.

2.136 Staff: Ex Officio. The executive director of the CRCNA, by virtue of the position, shall be a nonvoting member of the COD but may not serve as an officer.

2.137 Staff: Guests. The Canadian ministries director, the director of Back to God Ministries International, the director of communications and marketing, the director of finance and operations, the director of ministries and administration, the director of Resonate Global Mission, and the director of synodical services shall be nonmember guests of the COD and may serve COD committees in ways appropriate for their positions (see section 2.22).
Representatives. Calvin University, Calvin Theological Seminary, and World Renew are invited to have representatives at every meeting of the COD. In addition, such representatives will normally be invited to the meeting of specific committees appropriate to the relationship of the institution/agency to the COD. The representatives have privilege of participating in the committee and plenary meetings, but do not vote. The representatives will be excused when the COD enters into either executive or strict executive session. See Appendix F for specific protocol.

2.14 Officers. There shall be four officers of the COD selected by the COD from the classis and at-large delegates. In the spring of each year, following election of corporation board leadership, election of the officers shall be conducted by ballot after the receipt of nominations.

2.141 Chairperson. The chairperson shall conduct the meetings of the COD. The chairperson is a member of and chairs the COD executive committee (but serves on no other COD committee). The chairperson shall be elected by the COD each year; normally a chairperson serves for no more than two successive years. The chairperson serves as the president of either the Canadian corporation board or the U.S. corporation board. The chairperson attends synod as a representative of the COD.

2.142 Vice-chairperson. The vice-chairperson shall serve as chair when the chairperson is absent or when the chairperson temporarily steps out of the chair role to join in discussion/deliberation. The vice-chairperson is a member of the COD executive committee and is chair of the nominating committee (but serves on no other committee). The vice-chairperson shall be elected by the COD each year; normally a vice-chairperson serves for no more than two successive years. The vice-chairperson must be a delegate from the nation the chairperson is not from. The vice-chairperson serves as the president of either the Canadian corporation board or the U.S. corporation board. The vice-chairperson attends synod as a representative of the COD.

2.143 Secretary. The secretary shall be responsible for recording the actions of the COD in official meetings. The secretary may delegate all or some portion of the duties of secretary to a staff member. The secretary is a member of the executive committee and may hold an additional committee assignment. The secretary shall be elected by the COD each year; normally a secretary serves for no more than two successive years.

2.144 Treasurer. The treasurer shall be responsible for the portion of the COD’s agenda dealing with finances, budgeting, compensation, and the like. The treasurer may delegate all or some of the duties of treasurer to a staff member. The treasurer is a member of the executive committee and chairs the support services committee. The treasurer shall be elected by the COD each year; normally a treasurer serves for no more than two successive years.

2.15 Meetings

2.151 Frequency. The COD shall meet as needed to conduct its business but not fewer than two (2) times per year.

2.152 Rules of Order. Ordinarily the COD shall rely upon Robert’s Rules of Order in conducting its business. However, adopted self-imposed procedure rules shall supersede Robert’s Rules. Such procedural rules can be found throughout this handbook (e.g., 2.153).

2.153 Agenda, Minutes, Committees, Corporations in Session
2.1531. Role of the Agenda. The executive committee prepares COD agendas for meetings (see section 2.2412), and the agenda provides the scope and sequence for the business conducted at each meeting. Normally matters are added to the agenda only by the concurrence of the body at the start of a meeting as the agenda is approved; motions/recommendations normally come through the work of committees, not from the floor. COD Agendas, including all attachments, reports, and other supporting documentation, are not public until specific matters are adopted by the COD as then included in the COD Minutes (see section 2.1534). COD minutes will be distributed as soon as available to COD members only for review, comment and/or correction. If no response is received after one week (or if a response is received and appropriate editing has been completed), the minutes shall be deemed to be approved and distributed to CRCNA ministry and denominational board leadership.

2.1532. Role of Committees. Normally committees meet during or just prior to the time when the COD is convened, providing their minutes and recommendations to the COD in as timely a manner as possible.

2.1533. Role of Corporations. Corporate boards may meet prior to or during the time when the COD is convened, providing their minutes and recommendations to the COD in as timely a manner as possible. Likewise, corporate boards consider/approve actions of the COD at the conclusion of the COD or at the next meeting of the corporate boards following the COD meeting.

2.1534. Role of Minutes. Minutes (and any attachments or accompanying material) of the COD in plenary sessions and of corporation meetings are considered public (i.e., available to the public) unless the appropriate assembly acts to rule them confidential. Minutes (and any attachments or accompanying material) of COD committees are not official until received formally by the Council of Delegates at which time they, too, become public unless the assembly rules them confidential. Decisions of the COD of broad interest are distributed publicly by way of the “COD Highlights.”

2.154. Open/Executive Sessions. The COD will normally conduct its meetings in open session. When meetings are open, representatives of the press are welcome to observe the proceedings of the COD.

2.1541. Executive Sessions. Upon the request of any member of the COD, or by declaration of the chairperson, the COD may enter into executive session of either form as described below. Minutes of executive session remain confidential, except for any part of the decision (or wording) the assembly may approve for inclusion in the public set of minutes.

2.15411. Executive session means that the COD will meet with the ED present and any staff that the ED deems would be helpful. Normally, an executive session is included as part of each COD.

2.15412. Strict executive session means that the COD will meet without the ED and without any other staff present.

2.1542. Meetings of committees of the COD are not open meetings.

2.155. Deliberative Body. The COD is a deliberative body, and the assembly requires the deliberation and conversation of those present. Therefore, while a member (delegate) serves as a representative of a classis or the church at large (see section 1.1), he or she is not acting solely on behalf of the constituents in voting or reporting but engages in authentic deliberation. The
The essence of authentic deliberation involves delegates asking questions, reflecting, and arriving at decisions as an assembly.

2.2 The Committees of the COD. The **Ministries Committees** (third row of boxes) represent committees attending to the *ministries* of the CRCNA. The **Services Committees** (fourth row) represent committees attending to the *services* necessary for the functioning of the denomination (and the COD). Finally, there are two committees that are considered neither a ministry committee nor a service committee: The **Banner Advisory Committee** and the **Executive Committee**. In addition, the COD may appoint other committees as are needed to accomplish its tasks.

2.21 Committee Membership. The executive committee provides or monitors committee assignments.

2.211 COD Members. COD members are assigned to committees, seeking to address gifts and passions as well each member’s preference. Default membership relative to the positions of officers is noted in section 2.232.

2.212 Non-COD Members. Committees may include non-COD members who participate in the work of the committee and have the privilege of voting. Only CRC members shall be appointed to serve as non-COD members.

2.2121 When a COD committee is desirous of including non-COD member seats, it makes such a recommendation to the COD, specifying the number of seats and the qualities and gifts of those intended for such seats (in the form of rationale for the recommendation).

2.2122 When COD approval is given, the committee chair and the pertinent staff person serving the committee, upon formal nominee recommendations from the committee, invite non-COD members to join the committee for terms of three (3) years, renewable once. The executive committee is informed of non-COD members accepting such committee positions.

2.2123 Expenses for non-COD committee members attending committee meetings is borne by the agency or ministry most closely associated with the non-COD member’s presence.

2.22 Ministries Committees: Callings and Functions. The **Ministries Committees** of the COD reflect the CRC’s five ministry priorities; two committees align directly with two of the ministry priorities (Global
Mission; Mercy and Justice) whereas the Congregational Ministries Committee addresses the other three (Servant Leadership, Faith Formation, and Gospel Proclamation and Worship). Likewise, there is correspondence from ministry to committee: The Global Missions Ministries Committee addresses BTGMI and Resonate Global Mission; the Mercy and Justice Ministries Committee addresses the constellation of ministries related to justice, inclusion, mercy, and advocacy; finally, the Congregational Ministries Committee addresses the constellation of ministries related to faith formation, worship, and leadership.

Ministries Committees provide seven functions in service to the Council of Delegates, making recommendations to the COD in the following areas; each of the seven functions are noted in the mandate of each Ministries Committee, as indicated in the following paragraphs.

- The function of stewardship of mission, vision, and values.
- The function of strategic planning and program evaluation.
- The function of finances and advancement.
- The function of identifying and supporting administrative leaders.
- The function of serving and responding to synod.
- The function of serving and responding to constituents and context.
- The function of attending to organizational structure and health.

2.221 The Global Missions Ministries Committee. The Global Missions Ministries Committee serves as the primary point of contact between constituents and administrative leaders/staff (in service to the COD). In the context of this relationship, the mandate of the Global Missions Ministries Committee includes these seven responsibilities addressed by the committee as a whole (at times worked out in the agency subcommittees) in order to provide analysis and recommendations to the COD.

2.2211 Mission, Vision, Values. To craft, revising when necessary, shared mission, vision, and values of Back to God Ministries International (BTGMI) and Resonate Global Mission with its constituency in light of the denomination’s overall mission, vision, and values. Normally each agency works, then, from a mandate and scope of responsibilities arising from mission, vision, and values that are reviewed by this committee and endorsed by the COD.

2.2212 Strategic Planning and Program Evaluation. To connect the strategic priorities and intended actions (i.e., strategic plans) of BTGMI and Resonate Global Mission in a way that is responsive to and partnered with congregations and (a) attends to the evaluation of such plans and (b) integrates these plans with the denomination’s Ministry Plan.

- This requires signaling new rounds of agency strategic planning by BTGMI and Resonate Global Mission, recommending newly formulated plans to the Ministry Plan, Communication, and Synodical Services Committee of the COD.
- This involves receiving and evaluating progress toward the goals and objectives of such plans from BTGMI and Resonate Global Mission leadership, summarizing the progress in reporting to the Ministry Plan, Communication, and Synodical Services Committee of the COD.

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5 Members are reminded that ministry staff can report to the subcommittees of the COD to provide information on their respective ministries. In addition, committees should refrain from giving direction to the staff person or ministry. The committee may recommend to the COD that it request research and background work in preparation for a larger strategic discussion (COD Executive Committee Minute 18-022).
- This requires connecting with the Raise Up Global Ministries as well as other affiliated groups.

2.2213 Finances and Advancement. To propose annually to the COD’s Support Services Committee the projected expenditures and revenue (i.e., finances and advancement) of BTGMI and Resonate Global Mission in a way that demonstrates alignment with the strategic/Ministry Plans, addresses binational contexts, and fits with the overall financial and advancement plan of the denomination.

2.2214 Administrative Leaders. To ensure BTGMI and Resonate Global Mission benefit from faithful, qualified administrative leaders (e.g., agency directors, other directors) who are supported and, when necessary, identified in the event of vacancies.

- This requires periodic review of the job description of the administrative leadership role as informed by administrative staff within and beyond (e.g., HR) BTGMI and Resonate Global Mission and by proposal of any revisions to the COD.
- This involves, when necessary, a proposal of a search committee mandate, committee composition, and timeline for addressing the vacancy to the COD; normally for vacancies, the search committee is made up of COD and non-COD members as well as appropriate administrative staff.
- This includes interviewing the finalists (normally, one to three) and bringing a solo recommendation to the COD for approval, and subsequently to synod for ratification.
- This entails learning from the COD’s executive committee any matters of significance relating to performance evaluations of leaders.

2.2215 Synod. To respond to directives provided by synod to the COD and BTGMI and/or Resonate Global Mission. Likewise, if a significant matter comes to the attention of the COD (e.g., from a congregation or classis) in between sessions of synod that relates to BTGMI and/or Resonate Global Mission, the goal is to ensure that the matter receives necessary research, analysis, and consideration at the committee level.

2.2216 Constituents and Contexts. To equip COD members and other “ambassadors” with knowledge of BTGMI and Resonate Global Mission efforts for the benefit of their constituents (i.e., classes and congregations) and to draw attention to the opportunities and trends arising from local, regional, national, and global contexts on behalf of the COD.

2.2217 Organizational Structure and Health. To monitor the organizational structure and health of BTGMI and Resonate Global Mission in relationship with the agency directors and in light of the overall structure and health of the denomination at its local, regional, national, and global representations.

   Note: The two directors (Resonate Global Mission and BTGMI) serve this committee and its subcommittees in a nonvoting, ex officio capacity. In addition, they serve as committee/subcommittee scribes.

2.222 The Mercy and Justice Ministries Committee. The Mercy and Justice Ministries Committee serves as the primary point of contact between constituents and administrative leaders/staff (in service to the COD)\(^6\) as well as the link to World Renew. In the context of this relationship, the mandate of the Mercy and Justice Ministries Committee includes these seven responsibilities:

\(^6\) See COD Executive Committee Minute 18-022.
2.2221 Mission, Vision, Values. To craft, revising as necessary, shared mission, vision, and values of CRCNA Mercy and Justice Ministries (e.g., Aboriginal Ministries, Race Relations, Safe Church Ministry, Disability Concerns, Office of Social Justice/Centre for Public Dialogue) with the CRCNA constituency in light of the denomination’s overall mission, vision, and values and in concert, when appropriate, with World Renew. Normally, each ministry works, then, from a mandate and scope of responsibilities arising from mission, vision, and values that are reviewed by this committee and endorsed by the COD.

2.2222 Strategic Planning and Program Evaluation. To connect the strategic priorities and intended actions (i.e., strategic plans) of each of these ministries in a way that is responsive to and partnered with congregations and (a) attends to the evaluation of such plans and (b) integrates these plans with the denomination’s Ministry Plan, and, when appropriate, complements those of World Renew.

- This requires signaling new rounds of strategic planning by each ministry, recommending newly formulated plans to the Ministry Plan, Communication, and Synodical Services Committee of the COD.
- This involves receiving and evaluating progress toward the goals and objectives of such plans from the leadership of each ministry, summarizing the progress in reporting to the Ministry Plan, Communication, and Synodical Services Committee of the COD.

2.2223 Finances and Advancement. To propose annually to the COD’s Support Services Committee the projected expenditures and revenue (i.e., finances and advancement) of this set of ministries in a way that demonstrates alignment with the strategic/Ministry Plans, addresses binational contexts, and fits with the overall financial and advancement plan of the denomination.

2.2224 Administrative Leaders. To ensure these ministries benefit from faithful, qualified administrative leaders (e.g., coordinators, directors, team leaders) who are supported and, when necessary, identified in the event of vacancies.

- This requires periodic review of the job description of the administrative leadership role as informed by administrative staff within and beyond (e.g., HR) each ministry and by proposal of any revisions of significance to the COD.
- This involves, when necessary, a proposal of a search committee mandate, committee composition, and timeline for addressing the vacancy to the COD; normally for vacancies, the search committee is made up of COD and/or non-COD members as well as appropriate administrative staff.
- This includes, depending on the ministry, an introduction of the candidate selected or interviewing the finalists (normally, one to three) and bringing the outcome to the COD for information.
- This includes learning from the COD’s executive committee any matters of significance relating to performance evaluations of leaders.

2.2225 Synod. To respond to directives provided by synod to the COD concerning any of the ministries. Likewise, if a significant matter comes to the attention of the COD (e.g., from a congregation or classis) in between sessions of synod that relates to any of the ministries, the goal is to ensure that the matter receives necessary research, analysis, and consideration at the committee level.

2.2226 Constituents and Contexts. To equip COD members and other “ambassadors” with knowledge of these ministry efforts for the benefit of their constituents (i.e., classes and
congregations) and to draw attention to the opportunities and trends arising from local, regional, national, and global contexts on behalf of the COD.

2.227 Organizational Structure and Health. To monitor the organizational structure and health of these ministries in relationship with their leaders and in light of the overall structure and health of the denomination at its local, regional, national, and global representations (including World Renew).

Note: Either the CMD or the DMA serves this committee in a non-voting, ex officio capacity. In addition, he/she serves as committee scribe.

2.223 The Congregational Ministries Committee. The Congregational Ministries Committee serves as the primary point of contact between constituents and administrative leaders/staff (in service to the COD). In the context of this relationship, the mandate of the Congregational Ministries Committee includes these seven responsibilities:

2.2231 Mission, Vision, Values. To craft, revising when necessary, shared mission, vision, and values of CRCNA Congregational Ministries (Faith Formation Ministries, Worship Ministries, Pastor Church Resources, aspects of Resonate Global Mission, Sustaining Pastoral/Congregational Excellence, the Network, The Banner) with the CRCNA constituency in light of the denomination’s overall mission, vision, and values reflecting the ministry priorities of Faith Formation, Servant Leadership, and Gospel Proclamation and Worship. Normally each ministry works, then, from a mandate and scope of responsibilities arising from mission, vision, and values that are reviewed by this committee and endorsed by the COD.

2.2232 Strategic Planning and Program Evaluation. To connect the strategic priorities and intended actions (i.e., strategic plans) of each of these ministries in a way that is responsive to and partnered with congregations and (a) attends to the evaluation of such plans and (b) integrates these plans with the denomination’s Ministry Plan.

• This requires signaling new rounds of strategic planning by each ministry, recommending newly formulated plans to the Ministry Plan, Communication, and Synodical Services Committee of the COD.
• This involves receiving and evaluating progress toward the goals and objectives of such plans from the leadership of each ministry, summarizing the progress in reporting to the Ministry Plan, Communication, and Synodical Services Committee of the COD.

2.2233 Finances and Advancement. To propose annually to the COD’s Support Services Committee the projected expenditures and revenue (i.e., finances and advancement) of this set of ministries in a way that demonstrates alignment with the strategic/Ministry Plans, addresses binational contexts and fits with the overall financial and advancement plan of the denomination.

2.2234 Administrative Leaders. To ensure these ministries benefit from faithful, qualified administrative leaders (e.g., CMD, DMA, coordinators, directors, team leaders, editors) who are supported and, when necessary, identified in the event of vacancies.

• This requires periodic review of the job description of the administrative leadership role as informed by administrative staff within and beyond (e.g., HR) each ministry and by proposal of any revisions to the COD.

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7 See COD Executive Committee Minute 18-022.
• This involves, when necessary, a proposal of a search committee mandate, committee composition, and timeline for addressing the vacancy to the COD; normally for vacancies, the search committee is made up of COD and/or non-COD members as well as appropriate administrative staff.

• This includes, depending on the ministry, an introduction of the candidate selected or interviewing the finalists (normally, one to three) and bringing the outcome to the COD for information. (The Banner editor is an exception and requires use of a search committee, a COD interview and approval, and a synodical interview and approval.)

• This includes learning from the COD’s executive committee any matters of significance relating to performance evaluations of leaders.

2.2235 Synod. To respond to directives provided by synod to the COD concerning any of the ministries. Likewise, if a significant matter comes to the attention of the COD (e.g., from a congregation or classis) in between sessions of synod that relates to any of the ministries, the goal is to ensure that the matter receives necessary research, analysis, and consideration at the committee level.

2.2236 Constituents and Contexts. To equip COD members and other “ambassadors” with knowledge of these ministry efforts for the benefit of their constituents (i.e., classes and congregations) and to draw attention to the opportunities and trends arising from local, regional, national, and global contexts on behalf of the COD.

2.2237 Organizational Structure and Health. To monitor the organizational structure and health of these ministries in relationship with their leaders and in light of the overall structure and health of the denomination at its local, regional, national, and global representations; monitoring the organizational structure and health of The Banner involves receiving and responding to reports (engaging the COD as appropriate) from the Banner Advisory Committee.

Note: Either the CMD or the DMA serves this committee in a non-voting, ex officio capacity. In addition, he/she serves as committee scribe.

2.23 Services Committees. The Services Committees serve five functions for the Council of Delegates; all or some of the five functions are noted in the mandate of each Services Committee, as indicated in the following paragraphs.

• The function of reflecting the mission, vision, and values of the constituency and denomination in CRCNA operations.
• The function of serving the Ministry Plan of the denomination and responding to evaluative outcomes.
• The function of identifying and supporting administrative leaders for CRCNA services.
• The function of serving and responding to synod in relationship to services and operations of the denomination.
• The function of attending to the organizational structure and health of the denomination’s infrastructure.
• The function of finances and advancement.

2.231 Support Services Committee. The Support Services Committee serves as the COD’s focused extension providing oversight of the connection between the vision and strategic plans of the CRCNA (and thus, its constituency) and the resources (people, financial, infrastructure, etc.) needed to accomplish its goals, seeking to ensure that administrative programs, plans, and
policies are directed appropriately and evaluated regularly.\textsuperscript{8} (See also sections 3.0 and 4.0.) In this context, the mandate of the Support Services Committee includes five responsibilities:

2.2311 Mission, Vision, Values. To ensure that the mission, vision, and values of the constituency lead the functions (i.e., its stewardship of finances and facilities, its use of IT and other systems, its advancement efforts, and its organization and deployment of its workforce) of the denomination; in addition, to ensure that the denomination, through the leadership of the COD, experiences financial sustainability by ensuring appropriate policies (governance and management, the former requiring COD approval) within which staff function (e.g., governance level: policies concerning the role and targets of reserves, fundraising ethical guidelines; management: gift acceptance policies, employment policies, etc.).

2.2312 Ministry Plan. To review, analyze, and recommend to the COD plans submitted by the administrative leadership for each of the functions (finance and facilities, advancement, human resources), ensuring that they are aligned with and appropriate for the Ministry Plan of the CRCNA as well as its mission, vision, and values; that they address binational contexts; and that they respond to evaluative data.

2.2313 Finance and Advancement. To provide penultimate review of the proposed consolidated budget annually and serve as the audit committee for the COD; also to monitor and champion the various special initiatives not otherwise part of the general budget (e.g., Ignite Fund and the Peace Initiative).

2.2314 Administrative Leaders. To interview the final candidate or be introduced to the selected candidate, as recommended by an administrative-search or interview committee, for open administrative leadership positions for these functions; outcomes are reported as information to the COD.

2.2315 Synod. To address directives provided by synod to the COD relative to denominational functions. Likewise, plans and proposals developed at the committee level and recommended to the COD are presented to synod when appropriate/necessary.

2.2316 Organizational Structure and Health. To monitor the organizational structure and health (ensuring the assignment of risk management to staff as appropriate) of these functions in relationship with their leaders and in light of the overall structure and health of the denomination at its local, regional, national, and global representations.

\textit{Note:} The director of finance and operations serves this committee in a non-voting, \textit{ex officio} capacity. In addition, he/she serves as committee scribe.

2.232 Nominating Services Committee. The Nominating Services Committee serves the Council of Delegates by working with the classes (and congregations) of the denomination to ensure that the COD has a complete set of delegates meeting the regional distribution requirements and reflecting the diversity of the CRCNA.\textsuperscript{9} In serving this role, the committee’s mandate includes these responsibilities:

2.2321 Mission, Vision, Values. To ensure that the mission, vision, and values of those nominated reflect the mission, vision, and values of the denomination.

\textsuperscript{8} See COD Executive Committee Minute 18-022.

\textsuperscript{9} See COD Executive Committee Minute 18-022.
2.2322 Ministry Plan and Organizational Structure. To assist classes in understanding the 
Ministry Plan and the organizational structure of the CRCNA so that each class is understands 
the role and function of COD delegates as they seek and provide nominations.

2.2323 Database. To utilize a nominating database from which COD nominees can be drawn 
by classes. (See Appendix N.)

2.2324 Diversity. To ensure a diversity of gender, ethnicity, and age within the COD, its 
committees/task forces, and synodical committees, reflecting synodically approved 
guidelines.

2.2325 Composition. The Nominating Services Committee shall include—in addition to the 
chairperson—four members of the COD, two from Canada and two from the United States. 
In addition to and in conjunction with the spring election of officers, the Nominating Services 
Committee recommends chairs and vice chairs from each committee in a way that achieves 
national balance on the executive committee (see section 2.242). The Nominating Services 
Committee also recommends new members for the COD committees, including the Banner 
Advisory Committee, Nominating Services Committee itself, and the sergeant-at-arms.

The Nominating Services Committee solicits and reviews nominations as needed for the Judicial 
Code Committee, synodical study committees/task forces, and other related COD or syndical 
committee nominations and presents by way of recommendation to the Council of Delegates 
(see Rules for Synodical Procedure).

*Note:* The director of synodical services serves this committee in a non-voting, *ex officio* 
capacity. In addition, he/she serves as committee scribe.

2.233 Ministry Plan, Communication, and Synodical Services Committee. The Ministry Plan, 
Communication, and Synodical Services Committee is responsible for the Ministry Plan of the 
denomination, addresses synodical matters when instructions are not linked to specific COD 
committees, and provides direction for the denomination’s many communication functions. In 
addition, it provides a link to Calvin Theological Seminary and Calvin University.\(^\text{10}\) Its mandate 
includes these responsibilities:

2.2331 Mission, Vision, Values. To discern the shared mission, vision, and values of CRCNA 
classes and congregations so that the mission, vision, and values of the denomination are 
expressed in unified and authentic ways for the Ministry Plan.

2.2332 Ministry Plan. To listen to classes and congregations in overseeing the development 
of the denomination’s Ministry Plan and then communicating with classes and congregations 
throughout its implementation.

- This requires signaling new rounds of strategic planning when necessary, recommending 
  newly formulated plans to the COD.
- This involves receiving and evaluating progress toward the goals and objectives of the 
  Ministry Plan from administrative leadership, summarizing the progress in reporting to the 
  COD.
- This welcomes the connections of the denomination’s Ministry Plan to the strategic plans 
  of Calvin University, Calvin Theological Seminary, and World Renew.

\(^\text{10}\) See COD Executive Committee Minute 18-022.
• This requires analysis of the strategic plans from the Ministry Committees connected most
directly to the agencies and ministries and attending to linkages of those strategic plans to
the Ministry Plan and vice versa.

2.2333 Finances and Advancement. To propose annually to the COD’s Ministry Support
Services Committee the projected expenditures and required revenue needed for the
Ministry Plan and related integrated strategies of the denomination; also, to signal the
development of needed communication strategies to ensure the financial and advancement
partnership of the constituency.

2.2334 Administrative Leaders. To ensure these ministries benefit from faithful, qualified
administrative leaders (e.g., director of communications and marketing) who are supported
and, when necessary, identified in the event of vacancies.

• This requires periodic review of the job description of the administrative leadership role as
informed by administrative staff and proposal of any revisions of significance to the COD.
• This involves, when necessary, a proposal of a search committee mandate, committee
composition, and timeline for addressing the vacancy to the COD; normally for vacancies,
the search committee is composed of COD and/or non-COD members as well as
appropriate administrative staff.
• This includes an introduction of the selected candidate to the COD for information.
• This includes learning from the COD’s executive committee any matters of significance
relating to performance evaluations of leaders.

2.2335 Synod. To respond to directives provided by synod to the COD regarding the Ministry
Plan and to engage synod with the Ministry Plan, seeking synod’s approval of newly
constructed Ministry Plans. In addition, to receive and implement synodical instructions and
process synodical matters in the interim of synod (e.g., interim appointments) particularly for
those not linked to specific COD committees (e.g., to propose upon occasion a “themed”
synod per the directive of Synod 2019).

2.2336 Constituents and Contexts. To equip COD members and other “ambassadors” with
knowledge of the Ministry Plan to communicate with their constituents (i.e., classes and
congregations) and to draw attention to the Ministry Plan opportunities as contextualized in
local, regional, national, and global ways.

2.2337 Organizational structure. To ensure that the organizational structure of
communication functions (both expressing the denomination’s identity and message and
listening to those responding) for the denomination are appropriate for local, regional,
national, and global purposes—both for internal audiences as well as external purposes.

Note: The executive director and the director of communications and marketing serve this
committee in a non-voting, ex officio capacity. In addition, one serves as committee scribe.

2.24 The Executive Committee. The responsibilities and composition of the Executive Committee
are described below:

2.241 Responsibilities. The Executive Committee is charged with these responsibilities:

2.2411 Assignments and Interim Role. Fulfill such tasks as are assigned to it by the COD and
function as its interim committee when the COD is not in session. When functioning in
interim capacity, the Executive Committee may decide issues that fall within the COD’s
jurisdiction if a decision cannot be deferred until the next meeting of the COD. Excluded from
this decision-making authority are such matters that ought to be decided by the COD as a whole.

2.2412 COD Agendas. Review and approve or amend the agenda for the meetings of the COD. After issuing a call to COD members for agenda items, the executive director is responsible for placing such matters on the agenda as are appropriate for Executive Committee consideration.

2.2413 Nominations. Receive results from the Nominating Committee and outcomes from classes; ensure that each COD member has a fitting committee assignment and that elections for officers and committee leadership occur (see 2.232). Also receive notice regarding non-COD members accepting terms on COD Committees as approved by the COD.

2.2414 Executive Director Supervision and Evaluation/Emergency Succession Plan for the Executive Director and Others. Advise the executive director in the performance of his/her duties, as circumstances require; supervise and annually evaluate (with a 360-degree review at least every third year; see Appendix G) the performance of the executive director; form a search committee in the event of an executive director vacancy, and, after COD ratification, present the nominee(s) to synod for approval. Ensure use of the Emergency Succession Plan when needed:

2.24141 Emergency Succession Plan: Executive Director. In the event of the executive director’s incapacitation or death, the Executive Committee will be convened on an urgent basis to appoint an acting or interim executive director, with consideration of the person serving as Canadian Ministries Director or Director of Ministries and Administration.

2.24142 Emergency Succession Plan: Other Senior Leaders. In the event of incapacitation or death of a senior executive leader, the Executive Director will consult with the Executive Committee (and in the case of the CMD, also the Executive Committee of the CRCNA Canada Corporation) before naming an acting or interim.

2.2415 Compensation. Determine annually and recommend to the COD the salary and benefits for the executive director and ratify the salary and benefits for senior denominational staff (who report to the executive director) upon the recommendation of the executive director.

2.2416 Adjudication. Serve as the adjudication body when decisions of the Canadian corporation(s) and the U.S. corporation(s) require coordination.

2.2417 Senior Leadership and Evaluation. Be appraised by the executive director of the evaluation schedule of senior leaders (CMD, BTGMI director, DMA, Resonate Global Mission director, DSS, DFO, DCM), ministry directors, and leaders of other CRCNA entities as specified in Memorandums of Understanding (MOUs), receiving completed reports for senior leaders and summaries for the other two categories (ministry directors and leaders of other CRCNA entities—the latter dictated by MOUs).

2.2418 COD Development and Evaluation. Discern the COD’s need for development and for setting goals and plans accordingly; also evaluate the performance of individual members and the COD as a whole.

2.2419 Policy Maintenance and Orientation. Maintain, with the assistance of staff, the policies of the COD, ensuring new members receive appropriate orientation.
Composition of the Executive Committee (and implications for other committees). The Executive Committee is made up of four Canadians and four U.S. members (plus the executive director):

- Chair (same as the chair of the COD; no other committee assignment)
- Vice Chair (Chair of Nominating Services Committee; no other committee assignment)
- Secretary (from any committee)
- Treasurer (Chair of Support Services Committee)
- Member 1: Chair or Vice Chair of Global Missions Ministries Committee
- Member 2: Chair or Vice Chair of Mercy and Justice Ministries Committee
- Member 3: Chair or Vice Chair of Congregational Ministries Committee
- Member 4: Chair or Vice Chair of Ministry Plan, Communication, and Synodical Services Committee
- Executive director, ex officio and non-voting (also the CMD, DMA, and DSS attend as guests and are non-voting)

Election to the COD chair results in being free from other committee assignments.
Election to the COD vice-chair results in being the Chair of Nominating Services.
Election to the COD secretary position in serving on any of the committees.
Election to the COD treasurer position results in being the Chair of Support Services.

The other committees (Global Missions Ministries, Mercy and Justice Ministries, Congregational Ministries, and Ministry Plan, Communication, and Synodical Services) select a chair and a vice chair (one CDN; one U.S.). In that way, equal balance for the Executive Committee can be achieved as the Nominating Services Committee recommends to the full COD either the chair or vice chair from each committee for the Executive Committee in a way to achieve national balance (four Canadian; four U.S.).

The Banner Advisory Committee (BAC). The Banner Advisory Committee operates according to the functions/mandate, protocol, membership, and conflict resolution procedure described below:

- Mandate/Functions. As a committee of the COD, the primary functions of the Banner Advisory Committee (BAC) are as follows (Appendix I includes The Banner’s mandate):
  2.2511 Advise. Advise the editor of The Banner on editorial policy, content, and matters that the committee believes affect the publishing of a denominational magazine.
  2.2512 Report. Report to the COD about editorial activities and decisions, as well as reactions, criticisms, and suggestions received.
  2.2513 Monitor. Monitor and report to the COD annually the fiscal welfare and ministry health of The Banner as it serves the denomination.
  2.2514 Ensure. Ensure the implementation of approved policies and procedures, recommending to the COD necessary changes to the policies and procedures.

- Protocol. As a standing committee of the COD, the COD is party to the advice given by the BAC. Thus minutes of the BAC, including advice given (which shall be recorded in official minutes of the BAC), shall be distributed to the COD, the executive director, and the editor of The Banner. If an extraordinary situation calls for intervention, the COD may instruct the BAC in the modification, retraction, or initiation of advice given.
2.253 Membership. Drawn from a list of nominees submitted by the executive director of the CRCNA and the editor of The Banner, the membership of the committee shall be recommended by the COD Nominating Services Committee for appointment by the COD and composed of three (3) members of the COD and three (3) members at large. In addition, the editor of The Banner, the Canadian ministries director, and the director of ministries and administration (or their designees) shall serve as advisers ex officio without vote. Members from the COD are appointed for the duration of their term on the COD. At-large members are appointed for a three-year term, renewable for a second term. At-large members will represent areas of expertise including, but not limited to, theological foundations, journalism, and communications. One of these six members shall be selected by the BAC each year as its chair, voting only in the case of a tie. Normally three members will be Canadian, and three will be from the United States. The editor of The Banner, the Canadian ministries director, and the director of ministries and administration will serve as advisers ex officio without vote.

2.254 Conflict Resolution Policy/Procedure. In the event that a conflict about materials to be published develops between the editor of The Banner and the executive director, every effort shall be made to seek a resolution at the administrative and staff level. If a resolution is not achieved and the matter is brought to the attention of the BAC by either the editor of The Banner or the executive director, the BAC may decide a resolution for all parties for publishing purposes; such a decision may be appealed to the COD, which will hear the appeal via a panel of five trustees (none of whom serve on the BAC) appointed by the COD executive committee, and the panel will make a recommendation to the COD. If there is still no resolution, The Banner editor retains the right to appeal to synod.

2.255 When the editorship becomes vacant, the BAC participates in the search for and identification of a new Banner editor in ways described in Appendix G.

2.26 Bible Translations Committee. The Bible Translations Committee, a standing committee of the COD, operates according to the functions/mandate, protocol, and membership described below:

2.261 Mandate/Functions. As a standing committee of the COD, the primary functions of the Bible Translations Committee are as follows:

2.2611 Purpose. Review Bible translations for potential use in the CRCNA as requested by any church, classis, or synod of the CRCNA, by establishing a rubric consisting of a set of criteria to evaluate the translation philosophy and process used by translators for any version of the Bible. The committee will always include a review of the translation rubric, as well as an assessment of each new translation being reviewed.

2.2612 Report. Report to the COD annually for recommendation to synod, indicating recommended use of translations for (a) pulpit, (b) Bible study, and (c) personal devotions.

2.2613 Frequency of meetings. Meet at least annually, usually by video conference.

2.262 Membership. Ratified by the COD and recommended to synod for appointment, including the following members: three members of the theological faculty (Old Testament and/or New Testament) of a seminary with strong ties to the CRCNA; English-language stylist—may be an English-language professor, communications expert, or other such professional who understand the current use of language in contemporary life; church leader or pastor who understands the needs of the pulpit; and denominational representative who will serve as convener (non-voting). Note: Synodical terms of three years not applicable to the committee.
3.0 Financial and Advancement Responsibilities

3.1 Overall Responsibility (see also 2.12). The COD shall provide appropriate financial management and advancement policy guidelines and limits within which personnel function, thereby ensuring the financial integrity of the denomination’s agencies and ministries and addressing short- and long-term risk.

3.2 Implications

3.21 Committees. The COD relies upon the analysis and recommendations of its Support Services Committee (which has received input from the other committees) for financial and advancement purposes. The Support Services Committee serves as the COD’s focused extension that provides oversight of the connection between the vision and strategic plans of the CRCNA (and thus, its constituency) and the resources (people, financial, etc.) needed to accomplish its goals, seeking to ensure that administrative programs, plans, and policies are directed appropriately and evaluated regularly.

3.22 Staff Responsibilities to COD. Staff shall serve the COD and its Support Services Committee with the following:

3.221 Policies. Reviews of policies (see 3.231, below), offering suggestions as needed.

3.222 Budget Planning Leadership. Recommendations for budgeting assumptions in advance of new fiscal years.

3.223 Direct and Consolidating Functions. Recommendations for expense and revenue targets in advance of a new fiscal year for the ministries governed by the COD, consolidating such information with Calvin University, Calvin Theological Seminary, and World Renew.

3.224 Financial Monitoring. Reports on expenses and revenues throughout a fiscal year.

3.225 Accreditation of Organizations for Denominational Support. Recommendations on the accreditation of organizations for denominational support in relationship to endorsements to congregations for considering these organizations in the provision of offerings.

3.23 COD Responsibilities to the CRCNA and Its Staff

3.231 The COD shall maintain and regularly review the CRCNA’s Investment Policy, its Financial Reserves Policy, its Cash Holding Policy, its Policy for the Accreditation of Agencies for Denominational Financial Support, its Financial Operations Policy, and its Conflict of Interest Policy (all found in the Appendices), ensuring that denominational efforts fall within the parameters of these policies and recommending them to synod for ratification upon major revisions.

3.232 The COD shall report to synod each year on the financial activities of the CRCNA (including Calvin University, Calvin Theological Seminary, and World Renew).

3.233 The COD shall present each year a consolidated budget to synod, providing a recommendation concerning Ministry Share targets.

4.0 Human Resource Responsibilities

4.1 Overall Responsibility (see also 2.231). To attend to CRCNA personnel by the support of appropriate employment policies and to identify when necessary, evaluate regularly, and support constructively administrative leaders of the denomination within the scope of such policies, thereby
monitoring the organizational structure and ensuring the health of the denomination’s entire workforce.

*Note:* Employment policies are normally management policies, not COD governance policies; however, revisions to or new employee policies that have significant resource (financial or otherwise) implications require review by the Support Services Committee and approval by the COD (e.g., Employee Gift Policy in Appendix O), as does the Philosophy of Employment/Compensation Policy found in Appendix J and the Church Membership and Confessional Conformity for CRCNA Personnel Policy in Appendix P.

4.2 Implications

4.21 Committees. The COD relies upon the analysis and recommendations of its Support Services Committee for financial and advancement purposes when considering matters involving resource implications, and upon the analysis and recommendations of its other committees when addressing administrative leadership evaluation or appointment (see pertinent committee sections).

4.22 Staff Responsibilities to COD. Staff shall serve the COD and its committees with the following:

4.221 Employment Policy Formulation and Review. Reviews of employment considerations and policies, offering suggestions for recommendations of new and revised policies to the Support Services Committee when resource implications are evident; binational considerations will also be evident in order to reflect and be in compliance with various provincial/state and federal requirements.

4.23 Evaluation and Appointment of Administrative Leaders. Various sections above, as well as Appendix G, indicate the ways in which administrative leaders are supported, evaluated, sought, identified, and appointed through various committees of the COD. Normally staff (and constituents) participate in providing evaluative feedback and serve on screening and search committees for vacancies as requested by management.

4.3 Safety and Privacy. The COD, in its oversight of employees and its responsibilities to constituents, shall ensure that staff develop, maintain, and use appropriate management policies that address safety (e.g., crisis management policies) and privacy (e.g., protocols that attend to state/provincial and federal requirements).

5.0 Implementation Responsibilities

5.1 Overall Responsibility. Reliant upon policy governance, the COD provides (as indicated in previous sections) administrative leaders, units, and groups policies (see section 1.11), most often with goals (ends) and limitations, that provide direction and expectations for working out the CRCNA’s mission, vision, and values in light of the ministries to which the denomination has been called (i.e., Our Calling).

5.2 Implications

5.21 Committees. The COD relies upon its various committees for providing needed analysis and recommendations in developing and revisiting policies with goals and limitations. The COD’s various committees are served by administrative leaders who serve as the conduit to agencies, ministries, and other CRCNA entities as well as to the various management groups (see 5.23).
5.22 Administrative Leaders. The COD directs its policies to the executive director and through the executive director to other administrative leaders, each with stated responsibilities within the scope of such policies, and with accountability assigned for every role.

5.23 Management Groups. The COD provides its policies (goals and limitations) for management groups as shown and described below.

(Chart showing the COD and its Committees, the Ministries Leadership Council, the Canadian Coord. Group, the U.S. Coord. Group, Agencies, Other Entities, and Ministries, with arrows indicating pathways for review/endorsement.)

5.231 Decision-Making Groups. In order to ensure the awareness and, when appropriate, integration of cross-agency/ministry/services procedures and guidelines in light of COD policies, two levels of decision-making groups provide service; each of these groups includes those agencies and ministries governed by the COD and other CRCNA entities:

5.2311 Country-Specific Coordinating Groups. In each denominational office center with more than one agency/ministry function, a coordinating group meets regularly to address their common and contextualized inter-agency/ministry/services shared agenda related to guidelines and procedures, and to review and endorse at times standards and strategies that are then brought to the next level of review (see 5.2312, below).

5.23111 Normally leaders of agencies/ministries/services in a specific country make up the group; however, regular attendance by an administrative leader from the other country is valuable.

5.23112 Particularly in Canada, the exercise of direction and control, as federally required, is invested for management purposes by the Corporation(s) to the specific agency or, in
the case of ministry services, to its director via the CMD, and coordination, as needed, occurs at this Country-Specific Coordinating Group.

5.2312 Ministries Leadership Council (MLC). A binational management group focused on developing and maintaining standards and strategies in the context of COD policies, the MLC or some variation has long held an important role in inter-agency/ministry/services work. It is assisted by the Country-Specific Coordinating Groups as described above. The mandate and composition of the MLC is found in Appendix K.

5.232 Working, Advisory and Collaborative Groups. Agencies, ministries, and other CRCNA entities (both those governed by the COD and those governed by their own boards) utilize groups of individuals—within the agency/ministry/other entity or by means of a collaboration of linked agency/ministry/other entity personnel—helpful in achieving and implementing necessary management procedures and guidelines. In addition, they may serve as the initial setting for the consideration of revised or new standards and strategies that are then reviewed/endorsed by one of the subsequent management groups.

**COD Governance Handbook Appendices**

A. Conflict of Interest Policy
B. Financial Reserve and Cash Holdings Policies
C. Fundraising Ethical Guidelines
D. Investment Policy of the Christian Reformed Church
E. Policy re Accreditation of Organizations for Denominational Financial Support
F. Policies and Protocol for the Connection of Board Governance between the COD and Other Boards
G. Policy for the Selection and Evaluation of Administrative Leaders
H. Policies for Identifying Goals and Evaluation Methods for the Unified Ministry of the CRCNA
I. The Banner Mandate
J. Philosophy of Employment and Compensation
K. The Ministries Leadership Council
L. Summary of the Report on Cultivating Binationality in the CRCNA
M. Comprehensive Governance Chart
N. Nominating Services Committee Process
O. CRCNA Employee Gift Policy
P. Church Membership and Confessional Conformity for CRCNA Personnel Policy
Q. Statement of Agreement with Beliefs of the CRCNA
R. Policy for Program and Personnel Reduction
S. Protocol for Right of Comment to Synod (i.e., Serving Synod with Advice): Staff, Denominational Boards and Synodical Standing Committees
Appendix A: Conflict of Interest Policy

The Council of Delegates (COD) administers a synodically approved Conflict of Interest Policy for all members of denominational governing boards, inclusive of agencies and educational institutions, including its application to its own functioning. All COD members are required to sign a conflict of interest declaration form at the beginning of their service on the COD. The policy also requires notification to be given if any COD member finds him/herself in a conflict of interest situation during a term of service. The COD is required to implement this requirement at the first meeting of the COD following the meeting of synod. The full text of the Conflict of Interest Policy and a sample declaration form are as follows:

A. Background

1. The COD manages the business and affairs of the agencies and institutions.

2. COD members are fiduciaries who must hold a position of trust and exercise a duty of care, including a general obligation to avoid conflicts of interest.

3. COD members have the duty of guiding the agencies'/institutions' affairs in such a manner as to achieve the objectives of the agency/institution. COD members have a fiduciary duty to act honestly, in good faith and in the best interests of the agency/institution, and to be loyal to the agency/institution.

4. Honesty is the first component of this fiduciary duty. A COD member must disclose the entire truth and avoid fraudulent transactions or misleading representation.

5. Good faith is the second component of this fiduciary duty. COD members must pursue the best interests of the agency/institution. This means that a COD member may not pursue any improper purpose while acting on behalf of the agency/institution.

6. The duty of loyalty and the avoidance of conflicts of interest mean that a COD member must give loyalty to the agency/institution and must not subordinate the interests of the agency/institution to his or her personal interests.

7. Even when conflicts do not exist, COD members should understand that COD decisions may affect the business or affairs of a COD member. The impact is generally financial, but even social or political gain may violate the fiduciary duty. COD members must avoid direct or indirect benefits to relatives, friends, and associates.

B. Policy, purpose, and definition

1. A COD member must purposefully avoid conflicts of interest unless authorized under paragraphs C.4 and C.5. This policy statement applies to all COD members. Recognizing that synod carefully selects COD members, relying upon the trust of nominating assemblies in their integrity, judgment, and courage, the COD reasonably expects that no member would ever use his or her position for personal gain. However, to avoid any misunderstanding, this policy statement is promulgated and adopted.

2. A conflict of interest exists when a COD member has a personal interest of any kind which has the potential to be inconsistent in any degree with the best interests of the agency/institution. When a COD member’s personal interests, whether real or perceived, could supersede or conflict with his or her dedication to the best interests of the COD, a conflict of interest arises. The test of a conflict of interest is not just in whether a personal interest actually influences a COD member, but also in whether circumstances lend themselves to such a possibility. Examples:
a. Conflicting financial interests
b. Use of confidential information for personal gain
c. Unauthorized disclosure of confidential information
d. Use of agency/institutional time and facilities for personal purpose or other activities.

3. COD members must recognize that the appearance of a conflict of interest, even when in fact it may not exist, can be damaging to the agency/institution and must be avoided.

C. Policy statement

1. A COD member should resign his or her position if he or she reasonably could conclude that any kind of financial or personal obligation might improperly affect his or her judgment on behalf of the board or agency/institution. Each person must examine his or her own activities and those of his or her immediate family to ensure that no condition exists which creates a potential conflict of interest or a potentially embarrassing situation with respect to transactions between the board member and the agency/institution. COD members shall sign and complete the attached Conflict of Interest Statement.

2. Unless the provisions in paragraphs C.3 through C.5 are followed, a COD member shall not solicit or be a party, directly or indirectly, to any financial or other opportunity between the agency/institution and
   a. himself or herself or a family member.
   b. any firm (meaning co-partnership or other unincorporated association) of which he or she or any family member is a partner, member, employee, or agent.
   c. any not-for-profit organization of which he or she or member(s) of his or her immediate family is an officer, director, employee, or agent.
   d. any for-profit corporation in which he or she is an officer, director, employee, agent, or stockholder owning more than one percent (1%) or the total outstanding stock of any class, if the stock is not listed on a stock exchange, or stock with a present total value in excess of $25,000 if the stock is listed on a stock exchange.
   e. any trust of which he or she is a grantor, beneficiary, or trustee.

3. In the event that a potential contract or arrangement which could present a conflict situation described in paragraph C.2 is presented to the COD, the affected COD member shall
   a. not participate in any way on behalf of the agency/institution in discussion or negotiation of the contract or arrangement, or in the approval of the contract or arrangement.
   b. promptly disclose in writing any financial, personal, or pecuniary interest in the contract or arrangement to the board or other official body which has the power to approve the contract or arrangement, which disclosure shall be made a matter of record in the COD’s official proceeding.

4. A contract or arrangement referenced in Paragraph C.3 must be approved by a vote of not less than two-thirds (2/3) of the full COD, or of the approving body, in open session without the vote of the affected COD member.

5. The board or other official body which has the power to approve a contract or arrangement must disclose the following summary information in its official minutes as to contracts or arrangements referenced in paragraph C.2:
a. the name of each party involved in the contract or arrangements
b. the terms of the contract or arrangements, including duration, financial consideration between the parties, facilities or services of the entity included in the contract, and the nature and degree of assignment of employees of the agency/institution for fulfillment of the contract
c. the nature of the board member’s financial, personal, or pecuniary interest

6. A COD member shall not engage in a business transaction or arrangement in which the member may profit from his or her official position or authority, or benefit financially from confidential information which the member has obtained or may obtain by reason of such position or authority.

Conflict Of Interest Statement

I have read and understand this Conflict of Interest and Disclosure Policy. There are no present or future potential conflicts of interest other than those listed below. I have and will continue to observe the Conflict of Interest and Disclosure Policy carefully.

__________________________   __________________________  _____________
Signature                         Printed Name                     Date

 Disclosure(s)
(Indicate none if applicable; otherwise please give full explanation of the conflict.)

Note: Completed forms will be retained for seven (7) years from date of signing.

Approved December 1998
Appendix B: Financial Reserve and Cash Holdings Policies

Financial Reserve Policy

In February 1999, the Board of Trustees approved the Financial Reserve Policy that governs the level of cash and financial investments of CRCNA agencies. In September 2007, the Board of Trustees amended the policy to allocate Agency monies into three funds: Regular, Special/Long-Term, and Endowment. Each fund is the recipient of specific types of revenue and is used to finance specific expenditures. The policy is further revised as of October 12, 2017.

Regular Fund

The Regular Fund is the primary account through which agency financial activity flows. This fund receives revenue from Ministry Shares, Above Ministry Share gifts, estate gifts, sales, tuition, other general donations as well as the transfer of assets from the Special/Long-term Fund.

From the Regular Fund, the ministries finance program expenditures, management and general expenses and fundraising costs not covered by designated or restricted monies. The balance held by the Regular Fund at the beginning of the fiscal year is not to exceed 25 percent of the budgeted expenditures for the year not funded with designated or restricted funds. Amounts in excess of this limit are to be transferred to the Special/Long-term Fund.

If the beginning Regular Fund balance is projected to be less than 20 percent of the budgeted expenditure for the year not funded with designated or restricted funds, the ministry or agency may transfer surplus funds from the Special/Long-term fund, if available, to bring the Regular Fund balance to the 25 percent level.

Allowing the Regular Fund beginning of year balance to remain below 20 percent of unrestricted annual expenditure may put at risk the going concern status of the organization. If the Regular Fund balance cannot be brought to the 20 percent minimum beginning balance described above, the ministry or agency may request a variance to the policy for one year to generate the unrestricted cash necessary to meet the 25 percent level. Such requested variance shall be made to the Support Services Committee through the normal budget process and include a detailed strategy to achieve the targeted level.

Special/Long-term Fund

The Special/Long-term Fund holds all designated grants, specifically designated disaster response gifts, gifts designated by the donor for specific use, and any surplus from the Regular Fund. The Special/Long-term fund provides financing for all one-off program expenditures, all capital expenditures and any amounts needed to satisfy non-program contractual obligations such as charitable gift annuities. In addition, the Special/Long-term Fund may be used to finance the cost of new programs during their initial start-up or to increase the beginning of year balance in the Regular Fund as noted above.

The level of funds held by the Special/Long-term Fund is not limited.

Endowment Fund

Specific program expenditures, with the pre-approval of the CRCNA Executive
Director or the Council of Delegates may be financed through the Endowment Fund. The pre-approval authority to establish endowments resides with the Executive Director of the CRCNA (ED) for any endowment with initial funding of up to $500,000. The pre-approval of endowments with funding in excess of $500,000 would remain with the Council of Delegates of the CRCNA. Such approvals made by the ED will be reported to the COD in the Board report.

These three funds hold all the cash and financial investments of the agency. The agencies are free to rename the funds to better aid in their advancement efforts.

Approved February 1999
Revised September 2007
Amended by BOT Executive Committee December 2007
Revised October 2017

Cash Holdings Policy

Funds received by the denomination’s institutions, agencies, and ministries generally fall into two categories: those that are unconstrained by a donor’s wishes other than to use them as best supports the ministry; and, those that have a designation by the donor to a specific portion of the ministry program. The following is a summary of several classifications of contributions.

Unrestricted Gifts

Any donation given without donor restriction is considered unrestricted when received. This includes ministry shares, church offerings and individual gifts. Unrestricted funds received as bequests should be managed as listed below.

Donor Restricted Gifts

A gift that is offered to the organization by a donor to be used for a particular purpose is considered as Donor Restricted if and only if the ministry purpose stated by the donor is in line with the mission and vision of the organization as approved by the governing board and is consistent with its strategic or tactical plans.

Acceptance of such a gift should include agreement of the steps to take if the funds cannot be fully used for the purpose designated. Options include allowing the surplus funds to be used where needed most by the organization; designating them for another board approved purpose.

Board Designated Funds

The governing board (the Council of Delegates as informed by the appropriate advisory committee) may allocate certain unrestricted funds to a designated purpose. This is often the case with major capital
expenditures such as a building renovation, large equipment purchase, or major program initiative. Such designation should note the expected timing for expenditure as well as any limitations placed on the expenditure by the board.

**Endowments**

The governing board may elect to establish an endowment for such purpose is requested by one of the institutions, agencies or ministries. An endowment may be either permanent or time limited. Permanent endowments generally fund activities that are a central component of a ministry and not subject to significant variation. An example is funding the director’s position. Permanent endowments are held in a special account with only the earnings on the corpus being made available to fund the intended ministry.

A time limited endowment is usually for 10 to 15 years and is sometimes established to help fund program that is multiyear in duration that does not require a permanent status. While an endowment is established by the Council of Delegates, it is to be funded by donations received after such action is taken.

**Bequests**

The following are guidelines for handling bequests:

The size and timing of bequests are usually not known and represent a unique cash management situation for leadership. Since these gifts are very unpredictable, bequests should not generally be simply included as part of the annual budget revenue for the organization. Large unexpected gifts that lead to significant spikes in ministry spending not matched by longer term incremental gift revenue have been found to be detrimental to the longer term financial health of the organization. Such spikes can introduce increases in program that are not readily reduced when cash flows drop.

Bequests are best managed in a manner such as the World Renew Joseph Fund. This fund provides for a spend-down of monies received over a relatively long time period that is more conducive to sustained ministry.

Bequests can come as donor restricted or unrestricted. Acceptance of a donor restricted bequest is to be processed through an acceptance protocol the same as any other restricted gift type.

**Estate Gift Spending Protocols**

1. Back to God Ministries International's Stewardship Fund is funded mainly with estate gifts above budgeted amounts (beginning with the FY18 excess) and also contains
designated gifts. They draw down 10 percent per year for ten years. As the fund grows, the yearly draw will reduce budgeted estate giving.

2. Resonate Global Mission has created the Mission Investment Fund. This will be used to collect the undesignated estate gifts. Estate gifts would be drawn down over a period of seven years.

3. CRCNA places estate gifts in the Heritage Fund. The percentage of any estate gift to be drawn down in any year is at the discretion of the executive director.

4. World Renew uses their Joseph Fund to accept proceeds of estate gifts. The funds are drawn down by taking 10 percent in the fiscal year received and the balance is drawn down in the next six fiscal years.

Adopted May 2019
Updated October 2019
Appendix C: Fundraising Ethical Guidelines

The Council of Delegates (COD) administers fundraising and fundraisers’ ethical guidelines. This policy is really a mix between guidelines and firm policy. However, even though these are called “guidelines,” agencies and educational institutions are expected to follow them diligently. The full text of the ethical guidelines is as follows:

A. Introduction

In gratitude for the remission of sin and the gift of salvation through Jesus Christ, the development professionals of the Christian Reformed Church in North America (CRCNA) seek to build God’s kingdom through the causes they serve. Through their dedication they seek to inspire others. They are committed to the improvement of their professional knowledge and skills. They recognize their stewardship responsibility to ensure that needed resources are vigorously and ethically sought and that the intent of the donor is honestly fulfilled. They practice their profession with integrity, honesty, truthfulness, and adherence to the obligation to safeguard the trust that is placed in them.

These ethical guidelines apply also to any other individuals and organizations using the denominational mailing list of the CRCNA.

B. Affirmations

The development professionals of the CRCNA individually and collectively affirm that they will do the following:

1. Bring credit to their Lord and the causes they serve by their public demeanor.
2. Affirm through their personal giving a commitment to Christian stewardship.
3. Manifest support for the work of all the denominational agencies, refrain from criticism, and pass along useful information when appropriate.
4. Adhere to the spirit as well as the letter of all applicable laws and regulations.
5. Put charitable mission above personal gain, accepting compensation by salary only.
6. Recognize their individual boundaries of competence and be forthcoming about their professional qualifications and credentials.
7. Value the privacy, freedom of choice, and interest of all who are affected by their actions.
8. Disclose to employer and to donor all relationships which do or might constitute conflicts of interest.
9. Encourage their colleagues in the practice of these ethical principles.

C. Standards of Professional Practice

The development professionals of the CRCNA adhere to the following standards of professional practice in their responsibilities for generating philanthropic support. They covenant to do the following:

1. Act according to the standards and visions of their institution, profession, and Christian commitment.
2. Avoid even the appearance of criminal offense or professional misconduct.
3. Advocate within their organization adherence to applicable laws and regulations.
4. Work for a salary and not for percentage-based compensation or commission.
5. Neither seek nor accept finder’s fees and discourage their organizations from paying such fees.
6. Disclose conflicts of interest.

7. Accurately state their professional experience, qualifications, and expertise.

8. Adhere to the principle that donor and prospect information created by, or on behalf of, an organization is the property of that organization.

9. Give donors the opportunity to have their names removed from the organization’s mailing list.

10. Keep confidential the list of donors to their organization (with the understanding that appropriate public donor recognition may occur).

11. Not disclose privileged information to unauthorized parties.

12. Ensure that all solicitation materials are accurate and correctly reflect the organization’s mission and use of solicited funds.

13. Ensure that contributions are used in accordance with donors’ intentions.

14. Ensure proper stewardship of charitable contributions, including timely reporting on the use and management of funds and explicit consent by the donor before altering the conditions of a gift.

15. Ensure that donors receive informed and ethical advice about the value and tax implications of potential gifts.


17. In stating fundraising results, use accurate and consistent accounting methods that conform to standard accounting practice in the United States and Canada.

18. And, all of the above notwithstanding, comply with applicable local, state, provincial, and federal civil and criminal law.


**Agreement**

The undersigned directors of said organization hereby agree to abide by the affirmations and standards as set forth in the Ethical Guidelines for Development Professionals in the Christian Reformed Church in North America.

____________________________________  ______________________________________
Name of organization

____________________________________  ______________________________________
Executive Director  Development Director
Appendix D: Investment Policy of the Christian Reformed Church

I. Introduction

The members and supporters of the Christian Reformed Church in North America provide the funds to carry out the mission of the denomination. Therefore great care and stewardship should be accorded these funds.

The purpose of this policy is to set forth the broad guidelines under which the funds of the denomination shall be managed. The investment objectives are as follows:

A. To preserve the principal value of funds.
B. To earn a reasonable return with appropriate levels of portfolio risk.
C. To invest the funds in a manner consistent with the values and ministries of the Christian Reformed Church.

There appear to be good reasons for Calvin University, Calvin Theological Seminary, and the Board of Pensions to conduct their investment programs separately if they so choose. All other agencies will have their funds invested under the umbrella of the CRCNA Funds LLC and under the supervision of the denomination’s financial office. Such a practice will permit greater professionalism, efficiency, and compliance with policy. The investment of funds is not of sufficient magnitude on the part of individual agencies to develop core competency, diversification, or proper monitoring.

The overall responsibilities of the Director of Finance and Operations (DFO) shall be clear. The DFO shall carry out the investment policy for the denomination. This shall include a sensitivity to, and overview of, both the U.S. and the Canadian investment management.

If institutions such as Calvin University, Calvin Theological Seminary, and the Board of Pensions elect to conduct their own investment programs, such programs shall be subject to the denomination’s investment policy. In addition, there shall be periodic reporting to both the respective governing boards and the Council of Delegates of the Christian Reformed Church in North America regarding the investments.

The long-term success of investments will be enhanced by the input and monitoring of this activity by business professionals. The Christian Reformed Church in North America is fortunate to have a number of such members who can provide the broad guidance and oversight that would be difficult to develop within the limited staff available. Therefore the CRCNA Support Services Committee will function as described below:

• The Support Services Committee will report on investment results and allocation of funds to the Council of Delegates of the CRCNA at least annually.
• Once investment guidelines and objectives are set, the use of outside professional money managers is expected. The selection of managers and specific mutual funds will be the responsibility of the DFO.
• This investment policy makes no provision for the placement of denominational funds in private investments. When such investments are donated, it shall be the practice to liquidate such gifts as soon as feasible. The advice of the donor may be sought in determining the appropriate time for such liquidation.

II. Application

This policy shall apply to all the committees, boards, agencies, and institutions associated with the ministries that are part of the Christian Reformed Church in North America (CRCNA).
Generally all funds and investments of the denomination, with the permissible exception (as defined in this policy statement) of Calvin University, Calvin Theological Seminary, and the Board of Pensions, shall be under the supervision of the Council of Delegates of the CRCNA. The responsibility for implementing this policy is assigned to the DFO. The custody and management of the funds shall be performed under the umbrella of the CRCNA Funds LLC except as approved in advance by the Council of Delegates. Exceptions authorized in the adoption of this policy are these:

A. The DFO shall maintain cash management and investment programs as necessary to comply with the requirements of U.S. and Canadian regulations and laws.

B. Agencies shall be permitted bank accounts to carry on their mandates, but excess funds are subject to the policy.

C. Calvin University, Calvin Theological Seminary, and the Board of Pensions may elect to conduct their own cash management and investment programs, within the broad parameters of this policy.

In accordance with the proceeding, the following are expected to be the principal types of funds managed by the CRCNA Fund LLC:

- Funds or assets not needed for near-term operations by the agencies or other entities of the CRCNA, including reserves and endowments.
- Funds or assets given to the CRCNA as a denomination, rather than a particular agency, for endowment or other longer-term purposes by the donor.
- Short-term funds intended to be passed through to agencies or ministries of the CRCNA by the donor. Such funds would be received and passed to the appropriate parties in a timely fashion.

III. Implementation and maintenance of this policy

The Council of Delegates of the CRCNA shall be responsible for seeing that this policy is implemented. The DFO is responsible for providing the leadership to implement and maintain this policy.

IV. Designation of investment pools

Because the funds to be invested have many different characteristics, there are likely to be a number of investment pools. These investment pools will likely be accounted for and managed differently. The initial pools shall be as follows:

A. Short-term cash utilized to operate the CRCNA.

B. Excess seasonal funds, which are expected to be required by ministries within one year.

C. Intermediate-term funds, which may be held for ministry needs within the next few years.

D. Long-term funds, which may be invested over longer periods of time (e.g., an endowment).

E. Funds held for specific denominational programs.

The Support Services Committee shall approve guidelines which list the appropriate investment vehicles for each of these pools. Since the members of the CRCNA have given and entrusted these funds for kingdom work, safety of principal shall be given great consideration, especially in the shorter-term investments.

There shall be discussion between the DFO and each agency as to the pools in which agency funds are invested. If there is a difference of opinion, the agency shall meet with the Support Services Committee. If there is still no resolution, the matter shall be referred to the Council of Delegates for decision.

It is possible that different pools will have similar investment objectives for portions of their portfolio, such as ownership of fixed-income securities of intermediate duration. If so, it may be desirable to place
such funds from more than one pool with the same investment manager for efficiency and ease of management.

V. Asset allocation
The funds invested shall employ a balanced and diversified investment approach. The asset pools are expected to utilize differing investments and allocations. Funds for various needs and projects should have an asset allocation that is in keeping with the time frame the funds are to be invested. In all cases the investment allocation should take into account that these are church-related funds.

The allocation of funds shall be reported to the Council of Delegates annually after the end of each calendar year.

VI. Investment advisers and performance measurement
Since the investment of funds is a specialized field, it is expected that outside investment advisers and/or funds will be utilized to implement this policy, especially for the larger amounts and intermediate- or longer-term funds.

The DFO will select advisers to manage funds assigned to them. Such funds will be managed by them on a fully discretionary basis within the overall parameters of fiduciary responsibility and the policies set forth in this investment policy.

The investment results of each manager shall be compared at least quarterly with appropriate benchmarks for the type of manager and investments. The benchmarks shall be agreed upon between the DFO and each adviser at the point of hiring. Performance should be measured over a period of years, but any adviser with continual below-benchmark performance will be considered for replacement. From time to time, each manager may be requested to present their current portfolio strategy and results to the Support Services Committee.

VII. Approved investments
The major portion of the overall portfolio shall be readily marketable and traded on major security exchanges. The portfolio investment strategy shall consider appropriate levels of liquidity and risk. Funds may be invested in the following financial assets:

A. Short-term investments
1. U.S. Treasury bills and their Canadian counterpart
2. Commercial paper in the highest grade as rated by Standard & Poors or Moody.
3. CDs and other bank or savings-and-loan deposits, provided they are government-insured institutions.
   If more than the insured amount is invested with an institution, the institution should be of high quality.
4. Other approved short-term investments of high quality and marketability.

B. Publicly traded common stocks, preferred stocks, and convertible equity securities of companies which have capable and ethical management and are not subject to undue risk.

C. Publicly traded bonds and notes of investment grade. In most cases it is expected that the investments will be at least A-rated securities.

VIII. Gifts received directly from donors
At times gifts of assets other than cash will be received directly from donors. No gifts of real or tangible personal property, or non-publicly traded stocks, bonds, or notes may be accepted until approved by the DFO. In the case of such donations, the following guidelines shall govern:
A. In the case of publicly traded securities, they should generally be transferred to the appropriate investment manager for retention or sale as the manager deems appropriate.

B. In the case of non-publicly traded securities, the DFO may request the advice of the donor regarding how and when the securities can be converted to usable funds.

C. In the case of a proposed donation of property or physical assets, it shall not be accepted until approved by legal counsel. The DFO shall request, in writing, opinion as to liens, litigation, and environmental issues before deciding whether to accept the proposed donation. If there is not positive cash flow, a plan for funding the cash needs of the proposed donation shall be approved prior to acceptance. In some instances, a donor may wish to contribute real estate or financial assets with investment specifications (including, but not limited to, retention of the asset) inconsistent with the Investment Policy of the CRCNA. Compliance with such donor specifications will require approval of the Support Services Committee of the Council of Delegates prior to acceptance of the gift. The goal is to convert all such donations to cash at the earliest practical date to minimize the management and monitoring responsibilities imposed on the staff of the DFO.

IX. Restrictions on investments

A. Investments shall not be made in companies or institutions which are not compatible with the values or mission of the CRCNA. Examples of inappropriate investments would be institutions engaged in or promoting abortion, gambling, tobacco, or pornography.

B. Not more than 5 percent of any investment pool may be invested in a single company or investment, except under the following circumstances:
   1. No limits shall be placed on investments in U.S. or Canadian government securities or bonds. This shall include securities backed by them.
   2. Investments in mutual funds or similar approved pools of assets shall not be considered to be in violation of this standard if said mutual funds or similar approved pools include a broad base of assets in the funds.
   3. The fixed income portfolio shall be invested in securities rated “investment grade.”

C. Investments will not be made in warrants, options, or commodity futures, nor will purchases be made on margin, or securities sold short unless such investments and transactions are made in mutual funds or similar approved pools of assets.

D. No investments shall be made which could place in jeopardy the tax-exempt status of the CRCNA, its agencies, or affiliates. In keeping with this policy, no investments shall be made for the purpose of exercising control over corporate management.

E. The sale of a security whose quality or rating falls below CRCNA policy standards shall be completed within 30 days of such change unless the investment manager receives approval from the DFO to delay such sale. In such event, the DFO and investment manager shall be expected to reevaluate retention of the security on a regular basis.

Approved by Synod 1998
Revised by the BOT, September 2009
Revised by the BOT, February 2011
Appendix E: Policy re Accreditation of Organizations for Denominational Financial Support
(Adopted by the CRCNA Board of Trustees, September 2016)

I. Introduction
The material below governs the process by which non-denominational organizations can obtain accreditation status that results in a synodical endorsement for such organizations to be included on the offering schedule of individual congregations. It is emphasized that a synodical endorsement is not an assurance that any organization will in fact receive an offering from any one church. The endorsement means only that the organization has merit and that its financial and administrative management falls within the guidelines articulated below. The application process is managed by the executive director and the director of finance and operations. The formal recommendation for accreditation to synod is the responsibility of the Council of Delegates of the CRCNA. The decision of synod is final.

II. Program evaluation
A. All new organizations requesting financial support from the churches in the CRCNA must submit to the Council of Delegates a statement of their aims and purposes and be approved with regard to program.
B. The following guidelines shall be used by the Council of Delegates in evaluating the programs of organizations seeking accreditation:

1. The synod and the Council of Delegates of the CRCNA are responsible for appraising the organizations that solicit CRCNA support to confirm that they are closely related to the CRCNA’s integral work (works of mercy, of Christian education, or the distribution of the Word of God). While the CRCNA has a vital interest in the work of the Lord’s kingdom, it cannot and should not assume responsibility for making a judgment on the worth of every kind of kingdom activity or assume responsibility for the financing of the Lord’s work in every sphere of life.

2. The Council of Delegates shall recommend for denominational support only organizations that are closely allied with the CRCNA’s ecclesiastical task and ought for good reason to be recommended to the entire denomination for support.

3. Requests for accreditation of organizations that fall within the scope of the above limitations (works of mercy, of Christian education, or the distribution of the Word of God) but are of a local or regional scope must be submitted instead to the local or regional assemblies, unless their unique character or need make that impossible.

4. Whereas the Council of Delegates and synod hold to the guidelines above, this in no way infringes upon the broad scope of the work of the Lord in every avenue of life. Such work may be supported by individuals rather than by way of ecclesiastical offerings or recommendations.

III. Classification of organizations
A. Synodically accredited organizations are classified under headings of Denominationally Affiliated Reformed Colleges and Universities and Accredited Organizations; the latter includes subheadings Education, Benevolence, and Social Services/Miscellaneous.

1. Denominationally affiliated Reformed colleges and universities. Colleges and universities in this category reflect via their educational missions and foundational commitments (e.g., three forms of unity) dynamic relationships with the CRCNA, including but not limited to education for its members, scholarship for its constituency, and the commitment of financial support from its churches and classes.
2. **Accredited organizations.** Organizations in this category are not denominationally operated, but they perform a work for the Christian church that is not being done by a Christian Reformed denominational agency, ministry, or institution.

3. **Exceptional cases.** Synod shall retain the privilege of admitting to the list for a designated limited time agencies that have an urgent need, even if such agencies do not precisely meet all the CRCNA eligibility standards. Application and recommendation for such cases shall also be processed through the Council of Delegates.

   B. When an organization on the list no longer meets the criteria for synodical endorsement, or if an organization’s ministry has become local or regional in focus, such an organization shall be advised to seek local or regional support.

   C. Organizations that are currently accredited but are determined by the Council of Delegates to be regional in character and that are unable to make an immediate transition to regional accreditation will be granted a period of three years to make such transition.

**IV. Rules and regulations**

   A. The Council of Delegates will regularly (at least every three years) advise all accredited organizations about the procedures required to maintain synodical endorsement as described above. Each organization must submit program and financial information in accordance with the existing rules for evaluation and submission to the Council of Delegates and synod for approval.

   B. The responsibility for submitting the request for denominational accreditation lies entirely with the requesting organization.

   C. Accreditation, once granted, shall be in effect for three years, with updated information regarding any significant program changes to be submitted in the second and third years. Updated information is required by March 15 of the second and third years of accreditation. Prior to the third anniversary of an organization’s last accreditation, organizations shall submit an application by March 15 for consideration by the Council of Delegates. Entities added to the list in the second or third year of synod’s three-year accreditation cycle will have such status for the one or two years remaining in the accreditation cycle, such that all accredited organizations will be on the same three-year cycle for accreditation.

   D. The executive director and the director of finance and operations shall make the preliminary recommendations for consideration and determination by the Council of Delegates.

   E. Each requesting organization shall be notified as to the decision made by the Council of Delegates only if the recommendation is negative. Any organization whose application is denied shall have the right to communicate with synod in writing (through the office of the executive director) stating its position with reference to the recommendation. Each requesting organization will be notified of the decision of synod concerning the request for accreditation.

   F. The final recommendation of the Council of Delegates, whether positive or negative, shall be reviewed by synod’s finance advisory committee in the same manner in which other advisory committees of synod function.
V. Miscellaneous regulations and provisions

A. No organization shall be considered for denominational accreditation until it has been in existence for a minimum of three years.

B. Synod will adhere to its established process and recognize the necessity of the Council of Delegates’ evaluation procedure before considering accreditation of nondenominational organizations for financial support.

C. No organization shall be considered for accreditation if its ministry focus duplicates that of a denominational agency or ministry.

D. No organization shall be considered for accreditation if it engages in fund-raising practices that violate the guidelines established for denominational agencies and ministries.

E. Synod reserves the right to place restrictions on any organization’s accreditation as it deems appropriate. Such restrictions, if any, shall be indicated in brackets in the listing of accredited organizations.

F. Financial requirements
In order to enable the Council of Delegates to analyze the financial conditions of the various organizations asking for financial support, such organizations are to provide the following information using the attached forms:

1. A financial statement audited or reviewed by a Certified Public Accountant or Chartered Accountant.
2. A statement of the amount of contributions received from Christian Reformed Church congregations.
3. A financial analysis including but not limited to the following:
   a. Days operations coverage = (cash + investments + other liquid current assets – current liabilities) / 250
   b. Dollar and percent change in net assets from the prior year
   c. Percent overhead = (management and general + fund raising) / total expense
   d. Comparison of net asset levels over the prior three years
   e. Source of current assets during the prior three years

Program Evaluation of Agencies
Seeking Annual Renewal of Accreditation

Name of Organization:

Contact Person:

For Program Evaluation, please submit the following:

1. A copy of the purpose and goals of your organization. Please provide as much detail as you feel necessary for evaluation, especially if there have been changes in purpose and goals.

2. A statement describing new programs or changes in the program that you will be introducing.
3. A statement describing programs in which you will no longer be engaged.

4. A statement describing the geographical area you serve. This is important because you are seeking denomination-wide accreditation.

5. For educational/academic institutions, a list of the degree programs you now offer or soon plan to offer.

6. A copy of your corporate bylaws if there have been changes from prior years.

**DUE DATE FOR SUBMISSION: MARCH 15**

Mr. John Bolt, Director of Finance and Operations  
Christian Reformed Church in North America  
1700 28th Street SE  
Grand Rapids, Michigan 49508-1407

ساسسالیه از سازمان‌ها

**Financial Evaluation of Organizations**

**Seeking Annual Renewal of Accreditation**

Name of Organization:

Contact Person:

**For Financial Evaluation, please submit the following:**

1. A copy of your most recent financial statement as audited by your certified public accountant or chartered accountant. If an audited financial statement is not available, a copy of an official financial review may be substituted. If either an audit or review will not be completed by the submission date, please send a preliminary copy followed by a final copy as soon as the final copy is available.

2. A copy of last year’s and the current year’s operating budgets, because you will be requesting financial support for the next calendar year.

   Your financial reports and budgets should indicate the percentage of expenditures attributed to program and those attributed to support (general administrative, fundraising) services.

3. For U.S. agencies, your Federal Employer Identification Number (EIN) and a statement that your “501(c)(3)” status as a nonprofit organization is in effect.

4. For Canadian agencies, your registration number as a Canadian charity.

5. For educational agencies/academic institutions, your calculation showing cost per full-time-equivalent student.

6. The amount of contributions you have received from Christian Reformed churches, and the percentage this represents of your total contributions.
7. A statement indicating that your fidelity bond is in effect, as well as the amount of the coverage.

DUE DATE FOR SUBMISSION: MARCH 15

Mr. John Bolt, Director of Finance and Operations
Christian Reformed Church in North America
1700 28th Street SE
Grand Rapids, Michigan 49508-1407
Appendix F: Policy and Protocol for the Connection of Governance between the COD and Other Boards

A. Overarching Protocols

1. The host board covers the cost of the guest delegate’s travel and lodging.

2. The host board ensures appropriate materials are provided to the guest delegates in advance.

3. It is understood that guest delegates do not speak formally for the board they represent nor is it the intention of this policy/practice to establish alternative channels of communication among boards.

4. Guest delegates to the COD are not included in executive or strict executive sessions of the COD.

5. Guest delegates to the COD have the privilege of participating in the committee and plenary meetings, but do not vote.

6. Normally, if a guest delegate (of which there are two) is unable to attend the meeting of the board at which he/she is to be a guest, a replacement is not arranged. If both guest delegates are unable to attend a meeting, one substitute may be arranged. [Rationale: The intent of this policy is to appropriately link our governance entities and this requires continuity; “fill-ins” are not encouraged, for “fill-ins” have neither the background nor experience needed to meet this goal.]

B. COD Representatives to Other Boards

Normally, the Calvin University, Calvin Theological Seminary, and World Renew (WR) boards have guest (non-voting) seats for one or two COD representatives. When two guest seats are made available, normally the COD selects one Canadian and one U.S. delegate for these seats. Nomination is made by the Nominating Services Committee and endorsed by the full COD. The term is one year and is renewable as long as the COD representative is serving on the COD. Note: For WR, this policy is applied to the annual meeting of the World Renew Board of Delegates.

At the COD meeting following the guest delegates’ attendance at the other organization/institution board meeting, the COD guest delegates come prepared to report (orally or in written form) on matters relevant to the COD. Best practice includes a preliminary exchange with the executive director so he/she can identify with the COD Executive Committee where pertinent material should be placed on the COD agenda/within which committee(s).

C. Other Board Representatives to COD

1. Calvin University

Calvin University’s board of trustees is provided one to two non-voting seats on the COD, appointed by the Calvin University board (in any manner deemed appropriate); length of appointment is one year and is renewable. Normally the Calvin University guest(s) participate in the meeting of the Congregational Ministries Committee, because the mandate of this committee relates to Faith Formation and Servant Leadership—ministry priorities in which Calvin University is engaged—although participation in other committees is possible (e.g., Ministry Plan, Communication, and Synodical Services Committee).
2. Calvin Theological Seminary (CTS)
The CTS board of trustees is provided two non-voting seats (one Canadian, one U.S.) on the COD, each appointed by the CTS board (in any manner deemed appropriate); length of appointment is one year and is renewable. Normally both CTS guest delegates participate in the meeting of the Congregational Ministries Committee, because the mandate of this committee relates to Faith Formation, Gospel Proclamation and Worship, and Servant Leadership—all ministry priorities in which CTS is engaged.

3. World Renew (WR)
World Renew’s Joint Ministry Council is provided two non-voting seats (one Canadian, one U.S.) on the COD, each appointed by the WR Joint Ministry Council (in any manner deemed appropriate); length of appointment is one year and is renewable. Normally the two WR guest delegates participate in the meetings of the Support Services Committee and one of the Ministries Committees of the COD, depending on issues before both WR and the COD at the time.

Additional Notes Related to Other Board Representatives to the COD

It is possible/permitted for a board member from one of the above three entities to be appointed by synod as a COD member; a “guest delegate” role is then abandoned until that member’s service on either the board or the COD has concluded. The member serving both governing boards must be mindful of potential conflicts of interest, identifying such when appropriate.

If full-time commitment is not possible, the priority for attendance is for meeting with the relevant COD committee. When the other board and the COD are meeting concurrently, attendance at the meeting of the sending board takes priority.
Appendix G: Policy for the Selection and Evaluation of Administrative Leaders

Section One: Policy Applying to the Executive Staff of the COD

Canadian ministries director
Director of Back to God Ministries International
Director of communications and marketing
Director of finance and operations
Director of ministries and administration
Director of Resonate Global Mission
Director of synodical services
Executive director

I. Executive Staff Descriptions

A. The chief executive staff officer of the Council of Delegates (COD) shall be the executive director (ED), who shall be appointed to the position by synod from a single nomination provided by the COD. The ED shall have overall responsibility for the ministries of the CRCNA; for ecclesiastical matters and relationships, including serving on the Ecumenical and Interfaith Relations Committee; and for advising congregations in matters of church polity and procedures. The qualifications, functions, and responsibilities of the executive director are more fully described in the position description in G1 below.

The executive director, the Canadian ministries director, and the director of ministries and administration form the senior executive team.

B. The ED shall be assisted by seven director-level persons, each of whom shall be accountable for their performance to the ED:

1. The Canadian ministries director (CMD) shall function as the CRCNA staff representative in Canada. The CMD (or, alternatively, the DMA) is an ex officio, non-voting member of either the Mercy and Justice Ministries Committee or the Congregational Ministries Committee of the COD. The qualifications and functions of the CMD are more fully described in the position description in G2.

2. The director of Back to God Ministries International (BTGMI) leads the BTGMI agency and is an ex officio, non-voting member of the COD Global Missions Ministries Committee and the appropriate subcommittee. The qualifications and functions of the BTGMI director are more fully described in the position description in G3.

3. The director of communications and marketing (DCM) shall function as the staff representative for all matters related to CRCNA communications and web content and is an ex officio, non-voting member of the Ministry Plan, Communication, and Synodical Services Committee of the COD. The qualifications and functions of the DCM are more fully described in the position description in G4.

4. The director of finance and operations (DFO) shall function as the CRCNA staff representative for financial matters, physical assets, Human Resources, Employee Benefit Administration, Pensions, Advancement Services, and Information Services. The DFO is an ex officio, non-voting member of the Support Services Committee of the COD. The qualifications and functions of the DFO are more fully described in the position description in G5.

5. The director of ministries and administration (DMA) shall function as the staff representative for denominational ministries (agencies and other program entities). The DMA (or, alternatively, the CMA) is an ex officio, non-voting member of either the Mercy and Justice Ministries Committee or the
Congregational Ministries Committee of the COD. The qualifications and functions of the DMA are more fully described in the position description in G6.

6. The director of Resonate Global Mission (RGM) leads the RGM and is an ex officio, non-voting member of the COD Global Missions Ministries Committee and the appropriate subcommittee. The qualifications and functions of the RGM director are more fully described in the position description in G7.

7. The director of synodical services (DSS) shall function as the staff representative for matters related to synod and the COD. The qualifications and functions of the DSS are more fully described in the position description for that position in G8.

C. Performance Accountability of the Executive Staff
   Accountability for the performance of the executive director is directly to the COD and is described in G10.
   Accountability for the performance of the CMD, BTGMI director, DCM, DMA, DFO, RGM director, and DSS shall flow to and through the ED, with the ED reporting to the COD executive committee as described in section 2.2417.

D. Vacancies

1. Executive Director
   a. Responsibility: COD Executive Committee (see 2.2414)
   b. Method: Executive committee forms a search committee with a mandate and specified composition along with a timeline.
   c. Protocol: A single nominee is brought first to the COD and then, if the recommendation from the search committee is approved, the COD recommends the nominee to synod; synod, after a successful interview of the nominee, makes the appointment.

2. Executive Staff
   a. Responsibility: ED working with the appropriate COD committee
   b. Method: Appropriate COD committee proposes to the COD (or its executive committee) a search committee mandate and composition as well as a timeline (see 2.2214, 2.2234, 2.2334, and 2.2313)
   c. Protocol: From the work of the search committee, either (a) two or three finalists are interviewed by the appropriate COD committee and then a single nominee is recommended to the COD for approval, or (b) the candidate selected by the search committee is recommended to the appropriate COD committee or the COD itself (see each section for specifics); the COD, upon approval of the nominee, recommends that synod ratify the appointment.

II. Non-Executive Staff Directors

A. The senior leadership team shall be assisted by director-level persons, each of whom shall be accountable for their performance to the CMD, the DMA, or the DFO.

1. Director(s) of Advancement
2. Director of Candidacy
3. Director of the Centre for Public Dialogue
4. Director of Chaplaincy and Care Ministry
5. Director of Disability Concerns
6. Director of Faith Formation Ministries
7. Director of Human Resources
8. Director(s) of Ministry Support Services
9. Director(s) of Pastor Church Resources
10. Director of Race Relations and Social Justice
11. Director of Safe Church Ministry
12. Director of Worship Ministries
13. Editor of The Banner (see position description: G9)

B. Vacancies

1. Responsibility: CMD or DMA working with the appropriate COD Committee (or, in the case of The Banner editor, the Banner Advisory Committee)

2. Method: Appropriate COD committee (or, in the case of The Banner editor, the Banner Advisory Committee) proposes to the COD (or its executive committee) a search committee mandate and composition as well as a timeline (see 2.2224 and 2.2234).

3. Protocol: From the work of the search committee, the candidate selected by the search committee is introduced to the appropriate COD committee and recommended for ratification by the full COD. (Exception: In the case of The Banner editor, the candidate selected by the search committee is introduced to the Banner Advisory Committee, interviewed by the COD, and then recommended for approval by synod.)

Section Two: Policy Applying to the Executive Leaders of other CRCNA entities

Co-directors of World Renew
President of Calvin University
President of Calvin Theological Seminary

I. Performance Accountability of the Executive Staff

Accountability for the performance of the leaders of Calvin University, Calvin Theological Seminary, and World Renew is accomplished by their specific boards.

II. Vacancies

A. Calvin University President

1. Responsibility: Calvin University Board of Trustees

2. Method: per Calvin University policy

3. Protocol: After the Calvin University Board of Trustees approves and appoints a single nominee as president, the nominee is interviewed by the COD for endorsement to synod; synod, after conducting a successful interview of the nominee, ratifies the appointment.

B. Calvin Theological Seminary President

1. Responsibility: Calvin Theological Seminary Board of Trustees

2. Method: per Calvin Theological Seminary policy

3. Protocol: After the Calvin Theological Seminary Board of Trustees recommends a single nominee, the nominee is interviewed by the COD for endorsement to synod; synod, after conducting a successful interview of the nominee, appoints the nominee as president.
C. World Renew Co-directors

1. Responsibility: World Renew Board
2. Method: per World Renew policy
3. Protocol: After the World Renew Board recommends a single nominee, the nominee is interviewed by the COD and, upon approval of the nominee, the COD recommends that synod ratify the appointment.

G1 Position Description for the Executive Director of the CRCNA

Summary of Position
The executive director is accountable to the Council of Delegates of the Christian Reformed Church in North America (CRCNA) and is responsible for nurturing a shared and vibrant vision for the mission of the Christian Reformed Church, and for ensuring the effective implementation of this mission through the Ministry Plan of the Christian Reformed Church and the work of the various boards, agencies, and institutions of the CRCNA.

Nature and Scope
The executive director is called to keep the CRCNA attentive and responsive to a long-term vision for its mission in the world, both locally and globally. This includes providing a report to each synod, offering a vision for the future ministry of the CRCNA, and making recommendations for its implementation.

The executive director provides direction, supervision, and nurture to the staff of the various agencies, ministries, and institutions that serve the Christian Reformed Church. He or she is responsible to see that the staff works faithfully and cooperatively to carry out the mission of the CRCNA. The executive director also seeks to build a spirit of close collaboration and common vision between the various boards, ministries, and institutions that serve the CRCNA.

Leadership Profile and Qualifications

A. Strategic priorities
   Possess a strong desire and demonstrated ability to seek, discern, communicate, and implement God’s vision for the future of the CRCNA.

B. Professional qualifications
   Possess the ability to provide visionary, servant leadership within a multiagency denomination.

C. Personal qualifications
   Exhibit dynamic skills in collaborative relationship building and participatory management with the ability to bridge diverse perspectives and inspire trust.

D. Spiritual qualifications
   Exemplify a strong, vibrant, personal Christian faith marked by spiritual humility and moral integrity.

E. Educational and ordination qualifications
   Be or become by transfer an ordained minister of the Word in the Christian Reformed Church in North America.

Adopted 2012
Attachment to the Position Description of the Executive Director of the CRCNA

This attachment provides additional detail on the qualifications and specific responsibilities associated with the position of executive director (ED).

I. Additional Information concerning the responsibilities assigned to this office

The person appointed to this office shall also have the following responsibilities:

A. Serve as an ex officio, voting member of the executive committee of the Council of Delegates (COD), the Ecumenical and Interfaith Relations Committee, and such other committees as synod or the COD may, from time to time, decide. The ED shall make arrangements for, and be an ex officio member of, all synodical study committees and task forces.

B. Have the privilege of the floor at synodical and COD meetings in all matters relating to the exercise of this office. The ED shall be present during all executive sessions of synod and of the COD, except when matters under discussion affect the person or performance of the ED and he/she is requested to be absent.

C. Be responsible for all official publications the synod or the COD shall authorize, as well as all synodical papers, including correspondence, surveys, reports, questionnaires, materials, and minutes produced for synod or the COD, and keep a file of synodical and COD correspondence as well as an accurate record of the proceedings of synod and the COD.

D. Be responsible for denominational archives and historical documents and administer the right of access to such documents.

E. Be responsible for making all arrangements for the meetings of synod and the COD and function as operations officer during such meetings.

F. In performing the specific duties and responsibilities of this office, discern that, because the CRCNA is a binational denomination functioning in both the United States and Canada, some of the communication functions in Canada may be exercised through the office of the Canadian ministries director.

G. Be responsible to convene and (optionally) chair the meetings of the Ministries Leadership Council (MLC), which functions to advance the vision, mission, values, and strategic objectives of the Ministry Plan of the Christian Reformed Church in North America.

H. Be responsible for providing consultation services to congregations, classes, and synodical deputies on matters dealing with church polity, Church Order interpretation, synodical decisions, and ecclesiastical procedures.

I. Perform such other duties as synod or the COD shall direct.

II. Additional preferred qualifications

The person appointed to this office shall have the following qualifications:

A. Possess personal and professional integrity, forthrightness, and compassion for people who are poor, lost, or disenfranchised.
B. Be well acquainted with the Christian Reformed denomination, its history, its churches, its ministers, its lay leaders, and its ministries in both Canada and the United States.

C. Be able to exercise authority in an unobtrusive manner in order to fulfill the requirements of this position and to enhance the effectiveness and efficiency of ministries and agencies of the denomination.

D. Be able to move with ease and dignity in North American and international ecclesiastical circles. Be congenial and cooperative with representatives of other churches as well as with members of the Christian Reformed Church.

E. Possess knowledge of the Church Order of the Christian Reformed Church and be competent in interpreting the same.

F. Have the ability to write and be competent in public address.

G. Demonstrate self-reliance and sound judgment in decision making.

H. Possess administrative and organizational ability in such measure as to be able to plan and work collaboratively with others.

I. Have appropriate educational training and prior senior management experience in which leadership and management skills have been demonstrated.

J. Have the capacity to delegate authority.

K. Have demonstrated capacity for listening, integrating ideas, and setting future priorities.

Adopted by Synod 2004

G2 Position Description for the Canadian Ministries Director (CMD)

I. General description

The person appointed to this office is administratively accountable for performance to the executive director, while also accountable to the directors of the CRCNA-Canada Corporation for all matters that are within its mandate as agreed to by the Council of Delegates (COD) and/or are legally required to be performed by a registered charity in Canada, to carry out the following:

A. Cultivate and nurture a shared and vibrant vision for the mission of the Christian Reformed Church in North America (CRCNA) with churches, classes, and agencies in Canada as reflected in the five streams.

B. Prompt and mobilize the churches and classes of the CRCNA to imagine and demonstrate a Reformed missional witness in Canada through community engagement, gospel proclamation, advocating for social justice, and embracing racial diversity.

C. Catalyze networking and teamwork among classes, churches, and denominational agencies and ministries in Canada by nurturing a culture of cooperation and collaboration in mutual learning and ministry planning for optimum impact.

D. Advocate for justice and mobilize congregations and the CRCNA in Canada to be a Christian voice for social justice issues and foster ecumenical partnerships with other churches and denominations, locally and nationally, to enhance our witness.

E. Promote and foster faith formation, discipleship, church health, and development of diverse leadership to grow a vibrant CRCNA in Canada.
F. Provide leadership in developing and overseeing the implementation of the denominational ministries plan as a basis for guiding the planning, coordination, and integration of the work of the agencies in Canada.

II. Qualifications

   The person appointed to this office shall have the following qualifications:

A. Be a member of the CRCNA with a general knowledge of, and commitment to, the teaching of Scripture and the Reformed confessions, the life and polity of the CRCNA, a Reformed Christian worldview, and a love for the whole mission of the church.

B. Be grounded in Christ’s love and be a Spirit-led person shaped by prayer who leads with an understanding and discernment of God’s will in the varied contexts in which we live and minister.

C. Be a seasoned leader and a confident, experienced visionary who is able to cultivate and discern a vision for local, national, and global ministry in an environment of shifting demographics and significant cultural change.

D. Be innovative in cultivating a vision of how God is leading his church and have the capacity to guide strategic responses.

E. Be a servant-leader who nurtures relationships, empowers colleagues, and advances ministry.

F. Work as a team leader and team player with the ability to plan and work collaboratively with people in congregational, regional, national, and denominational ministries.

G. Have a reputation for personal and professional integrity, forthrightness, and compassion for people who are poor, lost, or disenfranchised.

H. Be a good communicator.

I. Have appropriate educational training and possess extensive ministry experience in a church/parachurch-related context where he/she has demonstrated leadership and management capacity.

J. Have a commitment to a binational CRCNA and demonstrate an understanding of the diverse religious and cultural forces and the unique social and political contexts that influence ministry in our respective countries.

K. Have a firm understanding of sound financial practices and fiscal policies and procedures.
III. Duties and responsibilities

The person appointed to this office shall have the following duties and responsibilities:

A. Cultivate and nurture a shared and vibrant vision for the mission of the CRCNA, champion visioning activities at classis gatherings, host regular national conversations and forums (e.g., every two or three years), and provide leadership in implementing visioning outcomes.

B. Prompt and mobilize missional engagement in local churches by imagining possibilities, promoting learning opportunities, sharing stories and best practices, and facilitating use of resources for mutual learning.

C. Facilitate networking and collaboration with churches, classes, and agencies in Canada for sharing best practices and strategic planning and the implementation of the Ministry Plan of the Christian Reformed Church. Gather, lead, and empower a team of classis-based animators/coaches to stimulate collaborative action that generates effective ministry.

D. Serve as the spokesperson for the CRCNA in Canada on matters of communication with the government and of public pronouncement, in consultation with the executive director.

E. Oversee and champion denominational social justice ministries in Canada. Identify social justice priorities and develop strategies for community engagement in consultation with staff and related committees for recommendation to the COD.

F. Foster local and national ecumenical activity and engage in national partnerships through bodies such as the Canadian Council of Churches, the Evangelical Fellowship of Canada, and others.

G. Foster a culture of leadership development that is organic and innovative.

H. Advocate for intergenerational ministries and faith formation initiatives.

I. Serve as team leader and administrative officer of the Canadian Ministries Team to work for collaborative synergy between agencies, and partner with classes and other Christian ministries to facilitate unified ministry to reflect the denominational ministry plan.

J. Provide leadership in developing and overseeing the implementation of the denominational ministries plan and related budgets of the Christian Reformed Church as a basis for guiding the planning, coordination, and collaboration of the work of the agencies in Canada.

K. Review and monitor ministry plans and budgets from all agencies and ministries operative in Canada; provide observations, analysis, and recommendations with respect to ministry priorities in Canada to respective agencies and ministries, in consultation with the executive director; and provide an annual report to the CRCNA-Canada Corporation and the COD.

L. Promote and advocate for the ministries of the CRCNA in Canada and the ministries of the binational CRCNA with CRCNA congregations and classes in Canada.

M. Serve as adviser to the CRCNA-Canada Corporation and act as its agent as requested or assigned.

N. Serve synod and the binational COD with information and advice regarding matters that relate to the ministry of the denomination and especially to ministry conducted in Canada. Participate in the development and implementation of synodical and COD policy decisions and denominational plans, especially as they relate to denominational ministries in Canada.

O. Remind the CRCNA-Canada Corporation what is involved to be in compliance with all corporate, legal, and income-tax requirements and equip, advise, and ensure that the directors of the CRCNA-Canada Corporation fulfill fiduciary responsibilities as corporate directors, officers, and trustees.
P. As a member of the executive team, perform such other duties as may be assigned by the executive director.

IV. Working relationships
   The Canadian ministries director serves in the following ways:

A. Is administratively accountable to the executive director (ED) and shall consult regularly (e.g., weekly) with the ED and the senior executive staff team in the discharge of duties.
B. Works closely with the ED to cultivate vision and develop a denominational ministries plan for the Christian Reformed Church in North America.
C. Provides leadership on behalf of the COD and synod as a servant of the people, the churches, and the denominational agencies in Canada.
D. Is functionally accountable to the CRCNA-Canada Corporation and serves as its agent.
E. Is adviser to the COD and the CRCNA-Canada Corporation.
F. Serves at the pleasure of the ED, and continued employment is subject to a favorable performance review conducted by the ED and the chair of the CRCNA-Canada Corporation.
G. Serves as spokesperson to the government of Canada on all matters relating to the CRCNA. This is done in consultation with the ED and other “invested” staff or volunteers (i.e., director of finance and operations, Christian Reformed Centre for Public Dialogue).
H. Serves as spokesperson and representative in ecumenical activity of the CRCNA in Canada, working in consultation with the Ecumenical and Interfaith Relations Committee.
I. Is team leader of the Canadian Ministries Team (CMT).
J. Is a member of the Ministries Leadership Council (MLC).
K. Serves as the leadership link between administrative and ministry leadership in the CRCNA-U.S. office and the CRCNA Canadian office.

**G3 Position Description for the Director of Back to God Ministries International**

**Job Title:** Director
**Department:** Office of the Director of Back to God Ministries
**Reports to:** Director of Ministries and Administration
**Status:** Full-time, exempt
**Salary Level:** E2

**Purpose**
To provide executive leadership in the strategic planning and execution of policies and decisions within the established bylaws and the established organizational framework and to ensure the whole organization supports and facilitates the mission of Back to God Ministries International (BTGMI), the denominational strategic ministry plan, and the broader mission of the Christian Reformed Church in North America (CRCNA).

**Essential Duties and Responsibilities**
The specific duties of the director shall be as follows:
A. To serve as the chief executive officer of the agency by representing the agency, signing documents, protecting the assets of BTGMI, and filing reports as required by local, federal, and international laws.

B. To create, manage, and change an organizational structure as needed to achieve strategic goals.

C. To be the face and representative of the agency in the CRCNA, other church communities worldwide, and Christian media circles.

Ministry
A. To ensure that all staff of the agency are properly supervised and encouraged and that each has a development plan which is reviewed annually. Each staff member shall have the benefit of a documented performance discussion annually.

B. To supervise the ordained staff directly and advise individual church councils (or their equivalents) of calling churches, as well as the board, regarding the doctrine, life, and work of the ministers of the Word.

C. To ensure that all activities, programs, publications, and correspondence reflect the Reformed theology of the Christian Reformed Church.

D. To ensure that all language programs and projects are subject to a regular evaluation and review for effectiveness, relevance, and adherence to the agency’s goals.

E. To explore new and strengthen existing partnerships.

F. To enhance and extend ministry outreach within and beyond the CRCNA.

G. (Recommended) To participate in at least one of the media ministries of Back to God Ministries International.

Administration
A. To ensure that the financial management of BTGMI is handled in an effective and responsible way.

B. To delegate responsibilities for budgeting and accountabilities for spending within budget to department heads and partnerships for full functionality.

C. To ensure that the office is well administered.

D. To encourage teamwork and staff involvement to maximize productivity and staff satisfaction.

E. To participate in advancement work, both in the marketing role and in fundraising.

F. To attend the board and executive committee meetings of the agency as well as any other committee meetings as appropriate.

G. To review biannually all partnership agreements.

H. To ensure representation of the agency at denominational committee and board meetings.

Programming
A. To explore and evaluate new ministry opportunities consistent with the agency’s strategic goals and to encourage the staff to develop new programming within the context of those goals.

B. To ensure that the programming in each language group meets the strategic goals of the agency.
Other
A. To perform other duties as assigned by the board.

Relationships
A. The members of the executive committee of the board
B. The executive director and director of ministries and administration of the CRCNA
C. The heads of all the CRCNA agencies and related educational establishments
D. The leadership of existing partnerships
E. The heads of other Christian media outreaches

The director will be visible to the membership of the CRCNA and the supporters of Back to God Ministries International through articles in The Banner, other media, and regular contact with congregations.

Supervisory Responsibilities
A. Supervise a diverse group of individuals worldwide.
B. Manage the partnership agreements of BTGMI.

Qualifications
The requirements listed below are representative of the knowledge, skill, and/or ability required:
A. Ordination as a minister of the Word in the CRCNA or ability to sustain an examination for ordination in the CRC. An experienced Christian leader, theologically trained and in good standing, with the ability to articulate the gospel verbally and in writing.
B. Commitment to the mission of the church and the agency.
C. Demonstrated skills in communicating the vision and implementing the vision of the agency.
D. Competence in or the ability to learn the skills necessary for effective development work.
E. Skill in developing and managing leaders with different areas of competence. These areas of competence include ministry, radio production, TV production, Internet development, finance, administration, mailing of print material, premises management, and international (foreign language) administration.
F. Competence in or ability to develop skills in the use of electronic media.
G. Demonstrated cross-cultural experience (desired).
H. Expertise in teamwork, encouraging others by delegation of responsibility and authority.
I. Skills in coaching and encouraging in a positive fashion and ability to recruit, develop, and promote others in their daily work.
J. Ability to manage a complex organization with a low level of control to achieve maximum productivity and efficiency.
Physical Demands
The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this position. The required international travel to all ministry sites can be demanding. The locations of ministry sites can be remote and difficult to access.

Work Environment
The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this position.

It is desirable that the work location be in Grand Rapids, Michigan.

G4 Position Description for the Director of Communications and Marketing

Job Title: Director of Communications and Marketing (DCM)
Department: Denominational Office
Reports to: Executive Director, CRCNA
Status: Full-time, exempt
Salary Level: H

Purpose
To provide leadership, strategy, planning, and oversight in the communications and marketing of the Christian Reformed Church in North America (CRCNA). To ensure that communications and marketing function within the established organizational framework in a way that supports and facilitates the ministry of the CRCNA and its institutions and agencies, in conformity with the denominational ministry plan.

Essential Duties and Responsibilities
A. Develop and implement communication and marketing strategies in order to advance the mission and ministry of the CRCNA and its agencies, institutions, and ministries, including the following:
   1. Direct the design and maintenance of an effective denominational web presence.
   2. Coordinate and edit the denominational ministries section of The Banner.

B. Collaborate with Ministry Support Services and with staff of CRCNA agencies, institutions, and ministries to ensure that denominational and agency communications and marketing efforts achieve and maintain a high standard of excellence and effectiveness.

C. Establish and implement standards that will ensure an appropriate visual identity for the CRCNA and maintain a strong denominational brand.

D. Advise senior CRCNA and agency leaders on communications and marketing issues, and recommend appropriate strategies.

E. Recruit, manage, and direct staff assigned to the CRCNA communications and marketing office.

F. Serve as a resource to denominationally related ministries in their communications and marketing efforts, including assisting in the recruiting, hiring, and training of communications and marketing staff.

G. Perform the duties of Synod News Officer, including directing the work of the Synod News Office.

H. Represent the CRCNA in ecumenical and other appropriate communications and marketing settings.
Perform other duties as assigned by the executive director.

**Supervisory Responsibilities**
Denominational communications and marketing staff

**Qualifications**
The requirements listed below are representative of the knowledge, skill, and/or ability required:

A. Commitment to the faith, vision, mission, and calling of the CRCNA and its agencies.
B. Thorough understanding of the CRCNA and its ministries, agencies, and institutions.
C. Demonstrated competence in the skills necessary for effective communications and marketing.
D. Experience in leading and directing a communications and/or marketing team.
E. Fluency in English; knowledge of other languages is an asset.
F. Demonstrated strong skills in oral and written communications, including demonstrated skill in editing.
G. An ability to recruit, train, encourage, and support team members in their daily work.
H. Ability to achieve collaboration and to exercise leadership in a complex organization with a low level of control to achieve productivity and efficiency.

**Education and Experience**
A. Bachelor’s degree, preferably in an area related to communications or marketing; post-graduate degree preferred.
B. At least seven years’ experience in communications and/or marketing, including significant experience at a nonprofit organization.

**Physical Demands**
The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**Work Environment**
The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this position.

*G5 Position Description for the Director of Finance and Operations*

I. **General description**
The person appointed to this office shall carry out the following:
A. Provide leadership, on behalf of synod and the Council of Delegates (COD), as a servant of the people, the churches, and the denominational agencies, by encouraging financial stewardship and fiscal responsibility in the ministries of the Christian Reformed Church in North America (CRCNA).

B. Be the chief financial officer of the CRCNA and its designated agencies and committees and provide for fiduciary review by the COD through its formal audit function.

C. Exercise fiduciary responsibility for the employee benefit plans (i.e., denominational insurance programs and the employee retirement plan).

D. Exercise administrative oversight over Human Resources, Advancement Services, Information Services, Facilities and Grounds, and the CRCNA Loan Fund.

E. Be responsible for the administration and investment of Pension Funds maintained by the CRCNA and the benefit plans provided through Reformed Benefits Association.

II. Primary qualifications
The person appointed to this office shall have the following qualifications:

A. Be a devoted disciple of Jesus Christ and a member of the CRCNA who is strongly committed to the binational ministry of the Christian Reformed Church.

B. Have appropriate training in financial management.

C. Have senior managerial experience.

D. Possess personal and professional integrity and have a love for the mission of the Christian Reformed Church.

III. General responsibilities
A. Prepare and manage the budget-development process and monitor the unified budget performance of the CRCNA.

B. Prepare and interpret a monthly consolidated statement of income and expenses, as well as other analytical reports, for the executive director of the CRCNA (ED), the director of ministries and administration, and the Council of Delegates.

C. Supervise the work of the director of Human Resources, the controllers in the United States and Canada, the director of Information Services, the director of Advancement Services, the director of the CRCNA Loan Fund, and the facilities supervisor. The Director of Finance and Operations also maintains a communication relationship with the financial officers at Calvin University and Calvin Theological Seminary.

D. Manage the financial resources of the CRCNA (i.e., common cash management accounts, restricted cash investments, inventory levels, accounts payable, loans receivable, long-term and short-term debt, and capital acquisitions).

E. Supervise, through the finance staff, the budgets of Back to God Ministries International, Congregational Services, Ministry Support Services, the CRCNA denominational offices in Canada and the United States, and Resonate Global Mission.

F. Monitor, through the finance staff, the budget of World Renew.

G. Oversee the risk management provisions, maintaining adequate casualty and liability insurance coverage commensurate to the risks involved. The Director of Finance and Operations shall also ensure that adequate auditing and bonding requirements are met.
H. Establish adequate standardized operating procedures with and for classical treasurers to facilitate compliance with synodical mandates.

IV. Accountability and terms of service
   The Director of Finance and Operations shall serve at the pleasure of the ED. Continued employment is subject to an annual performance review conducted by the ED and reviewed by the COD.

Approved February 2004

G6 Position Description for the Director of Ministries and Administration

I. General description
   The Director of Ministries and Administration (DMA) shall
   A. Be invested with executive authority and management responsibility that enhances the unified ministry of the Christian Reformed Church in North America (CRCNA).
   B. As a member of the senior leadership team, cultivate, nurture, and implement a shared and vibrant vision for the mission of the CRCNA throughout the denomination, as reflected in the Ministry Plan of the Christian Reformed Church.
   C. Serve as the administrative officer for matters pertaining to the ministries and agencies of the CRCNA, their boards, programs, budgets, and personnel.
   D. Conduct all responsibilities and roles subject to the direction of the executive director of the CRCNA (ED).

II. Specific responsibilities
   The person appointed to this office shall
   A. Have responsibility for joint strategic plan implementation and coordination of goals while recognizing the particular responsibilities and functions of each agency and educational institution.
   B. Convene meetings, on a functional basis and in various combinations, of directors or official representatives of denominational agencies and educational institutions to advance collaboration and cooperation among the various entities.
   C. Participate in the implementation of ministry plans of the Christian Reformed Church; respond as a member of the senior leadership team to Council of Delegates (COD) directives when new ministry plans require development.
   D. Serve as the administrative supervisor of the ministries directors.
   E. Serve as the administrative supervisor of CRCNA staff serving in other ministries unless such supervision is specifically assigned elsewhere.
   F. Manage and guide the implementation of synodical and COD policy decisions as they relate to denominational ministries.
   G. Regularly report to the ED and the COD of the CRCNA on work being done with the agencies and educational institutions based on individual goals and the strategic plan for the denomination.
   H. Serve as a member and co-vice-chair of the Ministries Leadership Council (MLC).
   I. Attend the meetings of the COD and its executive committee.
J. Participate in ecumenical meetings, as well as classical and regional church meetings as agreed upon by the senior leadership team of the CRCNA, and/or as invited by these bodies.

K. Provide staff support as needed.

L. Perform other duties as assigned by the ED.

**Qualifications and Working Relationships of the Director of Ministries and Administration**

I. **Primary qualifications**
The person appointed to this office shall

A. Be a devoted disciple of Jesus Christ, giving evidence of being a strongly committed member of the CRCNA or willingness to become such a member.

B. Possess a general knowledge of, and commitment to, the teaching of Scripture and the Reformed confessions and have a Reformed Christian worldview.

C. Have a love for the whole mission of the Christian Reformed Church.

D. Have demonstrated commitment to the binationality of the CRCNA and be familiar with, and show a firm comprehension of, the different factors that affect ministry in the United States and Canada.

E. Have prior senior management experience in which exemplary leadership and management skills have been demonstrated.

F. Be a seasoned, confident, experienced servant leader who is able to lead a team to implement a vision for local, national, and global ministry in an environment of shifting demographics and significant cultural change.

G. Be able to nurture relationships, empower colleagues, and advance ministry.

H. Demonstrate self-reliance and sound judgment in decision making.

I. Have demonstrated the capacity to delegate authority.

J. Have demonstrated capacity for listening, integrating ideas, and recommending future priorities.

K. Have the ability to plan and work collaboratively with everyone involved in denominational ministries.

L. Have the ability to develop rapport and trust with denominational employees in order to promote job satisfaction and a high level of achievement.

M. Be able to exercise authority in an unobtrusive manner in order to enhance the effectiveness and efficiency of denominational ministries and agencies.

N. Have a firm understanding of sound financial practices and fiscal policies and procedures.

O. Have the ability to understand and act on advice with respect to budgetary guidelines, financial reports, and fiscal priorities of denominational ministries and agencies.

P. Have a strong commitment to cultural, ethnic, and gender diversity in positions of servant leadership in the CRCNA.

Q. Possess personal and professional integrity, forthrightness, and a compassion for the poor, the lost, and the disenfranchised.

R. Possess a master’s degree in a relevant field.
II. Working relationships
The Director of Ministries and Administration

A. Is administratively accountable to the executive director (ED) and shall consult regularly with the ED and the senior leadership team in the discharge of duties.

B. Works closely with the ED and senior leadership team to cultivate vision for and develop and implement ministry plans in North America.

C. Works cooperatively with ministry directors and other staff in conducting his/her duties.

D. Serves at the pleasure of the COD and the executive director.

Adopted by the Board of Trustees, September 2014

G7 Position Description for the Director of Resonate Global Mission

Job Title: Director of Resonate Global Mission
Reports to: Executive Director
Status: Full time, exempt
Salary Grade: E2

Purpose
To lead, direct, and manage Resonate Global Mission in all its parts in fulfilling the mission assigned by the CRC synod within the policies set by the Council of Delegates (COD) of the Christian Reformed Church in North America (CRCNA). Leadership responsibility includes regional mission teams with global reach, an integrated mission support team, and a capacity building and innovation team which provides global support to the entire Resonate Global Mission. Performance metrics will include growth and strength in worshiping communities, leaders, and missional networks around the world.

Essential Duties and Responsibilities

A. Serve as the agency’s chief executive officer within the bounds of the legal documents and policies of Resonate Global Mission in Canada and the U.S., and the policies set by the CRCNA Council of Delegates.

B. Discern and articulate vision and strategy for Resonate Global Mission together with the board and senior staff leadership. Translate the strategy into plans, program, and budgets.

C. Serve as the voice of Resonate Global Mission in its work of bringing the gospel throughout the world, promoting the agency’s work throughout all of the CRCNA and in the broader Christian community.

D. Develop strategic partnerships to advance God’s mission through collaboration with the agencies, ministries, and educational institutions of the CRCNA.

E. Lead Resonate Global Mission’s communications and fundraising efforts in the public arena, especially with major donors.

F. Maintain financial viability and integrity and recommend annual plans and budgets to the COD as well as alterations to either during the year.

G. Support and serve the COD in its tasks of discerning and articulating vision, mobilizing prayer for mission, approving overall mission strategy, assuring resources for mission, and approving budgets.
H. Establish and maintain effective, efficient procedures, systems, and structures to implement policies set by the COD to supervise all agency employees and volunteers.

I. Assure recruiting, hiring, training, supervising, and evaluating of all Resonate Global Mission employees and volunteers within CRCNA guidelines.

J. Maintain appropriate relationships with other entities, particularly governments, regulatory agencies, associations of missions, and churches in countries within which Resonate Global Mission serves other CRCNA agencies, congregations, and their members; other denominations and their members; other mission-related agencies; and the public.

K. Advocate for the biblical vision for a diverse denomination through support for intercultural church and ministry development, for diversity in Resonate Global Mission staff, and for reconciliation and antiracism plans and actions.

L. Provide leadership direction for all CRC ministries through the Ministries Leadership Council (MLC) and ensure the integration of Resonate Global Mission in that direction, and lead Resonate Global Mission staff in integrated efforts to support the denominational Ministry Plan and goals.

M. Other tasks assigned.

Supervisory Responsibilities
Senior leadership staff and senior administrative assistant

Qualifications
A. Professing membership in a CRC congregation, conformity to the Statement of Faith documents included in the Covenant for Officebearers of the CRCNA.
B. Commitment to Christ and the mission of his church.
C. Demonstrated skills in casting vision and thinking strategically.
D. Evidence of exemplary Christian character and of personally practicing the spiritual disciplines.
E. Strong communication skills, both oral and written.
F. Proven skill as a decisive, adaptive leader.
G. Demonstrated attributes and skills as a leader and manager.
H. Demonstrated strong ability to work with various cultures and age groups.
I. Demonstrated commitment to racial reconciliation and antiracism ministry, and to the growth of the CRC as a multicultural denomination.
J. Ability to travel extensively throughout North America and the world.

Education and Experience
A. Theologically trained, or with equivalent ministry experience.
B. Significant experience as a Christian missional leader, with evidence of increasing levels of responsibility.
C. At least four years of intercultural experience with knowledge of a least one other culture.

Physical Demands
The physical demands described here are representative of those that must be met by an employee to
successfully perform the essential functions of this position. Reasonable accommodations may be made
to enable individuals with disabilities to perform the essential functions.

Work Environment
The work environment characteristics described here are representative of those an employee
encounters while performing the essential functions of this position.

G8 Position Description for the Director of Synodical Services

Job Title: Director of Synodical Services
Reports to: Executive Director of the CRCNA
FLSA Status: Full-time, exempt
Salary Level: E3
Vacation Category: III

Purpose
Direct all synodically related services on behalf of the executive director (ED); serve as a senior adviser
to the executive director.

Essential Duties and Responsibilities
1. Direct the preparation of all synod- and Council of Delegates (COD)-related meetings, including
drafting correspondence and written materials on behalf of the ED.
2. Administer all matters pertaining to synodical services.
3. Provide supervision over synodical services support personnel.

Prepare, plan, and coordinate the following:

A. Annual Synod
1. Oversee the collection and organization of all needed information and reports for the meetings of
   synod.
2. Manage the distribution of synodical study committee reports and other materials as appropriate to
   church councils in keeping with established guidelines. Draft letters of response as needed.
3. Coordinate the logistical arrangements for synod and supervise the synodical office during the
   meetings of synod.
4. Oversee the review and monitoring of the minutes of classes for actions that need some form of
   synodical action (e.g., elections to denominational positions, synodical deputies’ activities,
   ordinations, retirements, suspensions, and/or depositions). Inform as needed the Ministers’ Pension
   Office, Human Resources Office, and Yearbook Office.
5. Manage the production, editing, and publishing of the Agenda for Synod, Acts of Synod, and all synod-
   related materials.
6. Administer the preparation of post-synod correspondence, production of the Church Order, and the
   Manual for Synodical Deputies.
7. Oversee and manage the implementation of synodical decisions.
8. Maintain all synodical files and documents.

B. Classes
1. Serve as primary liaison on behalf of the offices of the executive director and synodical services to
   each classis, clerks of classis, and classical interim committees (or equivalents).
2. Ensure receipt of all minutes of classis meetings and related communications.
C. COD and Its Executive Committee (three meetings per year)
1. Manage and distribute approved policies and updates to the COD Governance Handbook as needed.
2. Coordinate the preparation, writing, and planning of the agenda and its distribution.
3. Prepare and distribute the approved minutes.
4. Oversee and manage the implementation of COD decisions.
5. Maintain all COD files and documents.
6. Coordinate the logistical arrangements for COD meetings.

D. Edit and Coordinate the Production of the Following Publications:
1. Church Order and Rules for Synodical Procedure
3. Agenda for Synod
4. Acts of Synod
5. Yearbook
6. Index of Synodical Decisions
7. Manual for Synodical Deputies
8. Index of Board of Trustees Minutes

Supervisory Responsibilities
Administrative support personnel in the synodical services office.

Qualifications
The requirements listed below are representative of the knowledge, skill, and/or ability required:
1. Membership in, or a commitment to become, a member of the Christian Reformed Church.
2. Familiarity with the work and ministries of the Christian Reformed Church.
3. Commitment to the mission of the church and the agencies.
4. Demonstrated ability with organizational and management skills.
5. Effective oral and written communication skills.

Education and Experience
Bachelor’s degree
At least five years’ experience in management
Experience serving in roles within the Christian Reformed Church (preferred)

G9 Position Description for the Editor of The Banner

Job Title: Editor in chief of The Banner
Department: Ministry Support Services
Reports to: Ministry Support Services Coleader, Banner Advisory Council
Status: 0.5 FTE or greater, exempt
Salary Level: E3

Purpose
Responsible for the content of The Banner

Essential Duties and Responsibilities
1. Ensure that The Banner achieves its stated purposes to (1) inform readers about what is happening in the CRCNA as well as in the church at large, (2) provide articles that edify and encourage Christian living, (3) stimulate critical thinking about issues related to the Christian faith and the culture of which
we are a part in a way that encourages biblical thinking about these issues and is in line with our confessional heritage, and (4) offer tools to help readers find fresh awareness to seek, learn, worship, and serve as Reformed Christians in contemporary society (cf. mandate for The Banner adopted by the CRCNA Board of Trustees, February 2015) by effectively directing or performing the following functions:

a. plan issues of The Banner
b. ensure the development and maintenance of The Banner’s online presence
c. write editorials and other appropriate columns
d. make final decisions on all submitted manuscripts
e. approve all final copy and layout of each issue
f. ensure that all Banner correspondence is answered appropriately
g. maintain an adequate readership level for both the print edition and online edition (including various digital platforms)

2. Work with the executive director and the director of finance and operations to ensure the continuing financial stability of The Banner.
3. Consult regularly with the executive director.
4. Effectively interact with people to promote the interests of The Banner.
5. Participate in quarterly meetings with staff to plan future issues.
6. Participate in the annual staff retreat for general planning.

**Supervisory Responsibilities**

*The Banner* staff

**Qualifications**

1. A personal commitment to Jesus Christ as Savior and Lord.
2. Membership in good standing in the Christian Reformed Church.
3. In full accord with the doctrinal positions of the Christian Reformed Church.
4. Thorough familiarity with the Scriptures and insight into Reformed teachings.
5. Insight regarding issues pertaining to the Christian Reformed Church, the church at large, and the world of our day.
6. Demonstrated ability to write with clarity and liveliness and to sensibly edit what others have written.
7. Sensitivity and ability to communicate in writing to The Banner’s diverse reading audience.
8. Ability to develop and direct The Banner’s online presence in a manner suited to effective online engagement.
9. Ability to supervise staff in a way that leads to staff growth and development.
10. Ability to work effectively with a senior management team, a board, and committees.
11. Ability to deal constructively with a variety of opinions and with criticism.
12. General knowledge of administrative functions such as finance, planning, etc.

**Education and Experience**

1. Master of Divinity or Theological Studies (preferred)
2. At least eight years’ CRCNA ministry experience (preferred)
Physical Demands
The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Work Environment
The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this position.

G10 Policy for the Annual Review of the Executive Director (ED) of the CRCNA
Every three years a 360-degree review shall be conducted of the ED’s performance. The review will be prepared for the spring meeting of the COD executive committee. Every year the executive committee will review the previous year’s work of the ED, approve the ED’s work plan with objectives for the coming year, and determine compensation adjustment for the ED for the next fiscal year. The annual review of the ED (in the years when a 360-degree review is not scheduled) will be led by no fewer than two members of the COD executive committee who will submit a report of the review to the spring meeting of the executive committee and submit a written report for the personnel files.
Appendix H: Policies for Identifying Goals and Evaluation Methods for the Unified Ministry of the CRCNA

I. Council of Delegates (COD) responsibilities from the COD Governance Handbook

2.123 Criteria and Goals. To ensure the provision of policies that establish the programmatic criteria (goals) and evaluation of progress toward goals for the unified ministry of the Christian Reformed Church in North America (CRCNA) while ensuring the establishment of standards and strategies by which personnel pursue such goals.

2.124 Evaluation and Assessment. To attend to the organizational structure and health of the unified ministry of the CRCNA by ensuring the establishment of standards and strategies of assessment (e.g., Ministry Plan measures, personnel surveys, etc.), periodically reviewing outcomes, and identifying any needed revision of goals and policies as a result.

Policy: Evaluation Related to the Ministry Plan

The Ministries Leadership Council shall periodically develop a Ministry Plan for the unified ministries of the COD, presenting the goals and evaluation methodology to the COD by way of its Ministry Plan, Communication, and Synodical Services Committee (see 2.233) for the committee’s review and the COD’s adoption and continued oversite.

II. Synodical mandate

Synod 2018 provided the following instruction concerning evaluation (different from the Ministry Plan): “That synod instruct the Council of Delegates and the executive director to continue the important work of evaluation and prioritization by working together to implement a robust evaluation strategy whereby in a five-year cycle all agencies and ministries will be continually evaluated through the framework of the five ministry priorities” (Acts of Synod 2018, p. 455). In response to this instruction, the COD on October 12, 2018, adopted the following policy:

Policy and Implementation for Evaluation of All Ministries and Agencies

Policy

All agencies and ministries will continually be evaluated through the framework of the five ministry priorities. Each agency and ministry is required to have comprehensive and strategic program goals and objectives and, by means of fitting evaluation and assessment approaches, to provide annual outcomes.

Implementation

The Ministries Leadership Council (MLC) will be provided opportunity to review agency and ministry evaluation plans on a regular basis for critique and input, particularly as each agency or ministry works side-by-side with other agency/ministry plans.

A program evaluation-reporting schedule by Calling area follows. A preview of the ministry evaluation report is due to the Ministries Leadership Council for advice and feedback in December,
roughly 18 months in advance of the respective report due to synod. The target deadline for a review of program evaluation results by the Council of Delegates is February, followed by a final review by synod in June.

Feb 2019: Faith Formation and Gospel Proclamation and Worship (i.e., Calvin University, Faith Formation Ministries, Worship Ministries)
Feb 2020: Servant Leadership (i.e., Calvin Theological Seminary, Candidacy, Chaplaincy and Care Ministry, Pastor Church Resources, Raise Up Global Ministries)
Feb 2021: Global Mission (i.e., Back to God Ministries International, Resonate Global Mission)
Feb 2022: Mercy and Justice (i.e., Centre for Public Dialogue, Disability Concerns, Indigenous Ministries-Canada, Race Relations, Safe Church Ministry, Office of Social Justice and Hunger Action, World Renew)

While the agencies and institutions (e.g., BTGMI, Resonate, Calvin University) will provide discrete reports of their goals and objectives to synod, the other ministry report groups may be asked to present to synod a combined or synthesized report for their respective calling area.
Appendix I: The Banner Mandate

Mandate of The Banner
Including Guidelines for The Banner’s Accountability and Freedom
Adopted by Synod 2015 (Acts of Synod 2015, p. 641)

The Banner is a publication of the Christian Reformed Church in North America rather than an independent magazine. Accordingly, the editorial staff, led by the synodically appointed editor in chief, is accountable to the church for the style and content of this magazine. This accountability to the church is realized in a number of diverse, sometimes overlapping, and at times conflicting responsibilities to various groups and structures within the denomination. All these responsibilities are governed by The Banner’s synodical mandate to (1) inform readers about what is happening in the CRC as well as the church at large, (2) provide articles that edify and encourage Christian living, (3) stimulate critical thinking about issues related to the Christian faith and the culture of which we are a part in a way that encourages biblical thinking about these issues, in line with our confessional heritage; and (4) offer tools to help readers find fresh awareness to seek, learn, worship, and serve as Reformed Christians in contemporary society.

I. Lines of accountability

Lines of accountability have been established by previous decisions of synod and CRC Publications. For the editorial staff, accountability runs through the editor in chief, who is directly accountable

A. To the Council of Delegates, the body mandated by synod to publish this denominational periodical. This accountability includes

1. Reporting periodically on editorial activities and decisions.
2. Reporting reactions, criticisms, and suggestions received from readers and churches.
3. Recommending needed changes in policies and procedures.
4. Carrying out all approved policies and procedures.

B. To the executive director, the administrative head appointed to manage and coordinate the work of denominational staff. This accountability includes

1. Keeping him/her informed of possibly sensitive or controversial issues being addressed and listening seriously to any advice offered regarding such issues. The executive director should, at his/her discretion, consult with other CRC ministry leaders.
2. Being fiscally responsible.
3. Following approved personnel procedures.

II. General responsibilities

In addition to this direct accountability, the editorial staff carries general responsibilities inherent in the nature of a denominational magazine:

A. To its subscribers and readers in the Christian Reformed Church for

1. Reporting in an honest and unbiased manner information about activities affecting the church.
2. Presenting to the readers the issues pertinent to the life of the church in a way that shows the diverse positions held within the church and encourages biblical and Reformed thinking about these issues.
3. Edifying readers so as to encourage them to grow in Christian maturity and faith and to live out their faith in daily life.
4. Providing a vehicle through which church members can express their views and opinions on pertinent issues.

B. To the ecclesiastical assemblies (councils, classes, synod) of the CRC for
   1. Keeping church members informed about important decisions taken.
   2. Reporting significant trends or policy directions.

C. To the official agencies of the CRC for
   1. Presenting and explaining their ministry on behalf of the churches, making sure the information disseminated is accurate.
   2. Keeping church members informed about important changes in their programs and personnel.
   3. Encouraging church members to support and participate in the ministries being carried out.

III. Freedom of editorial staff
   In order that it may carry on these diverse responsibilities, the editorial staff must be granted the freedom to
   A. Inform its readers and subscribers about what is occurring in the church (including relevant problems, needs, and concerns) even though some persons, congregations, or agencies may prefer that such information not be disseminated.
   B. Investigate and determine the facts regarding any occurrence in the church that appears to merit reporting to readers.
   C. Lead and encourage a responsible discussion of the issues important to the life of the church through editorial comment and publication of articles that represent the various views held within the church.
   D. Permit people of the church to voice their views and reactions even though some of these views may be unacceptable to others in the church.
   E. Provide a biblically prophetic and responsible criticism and evaluation of trends within the church and society and of actions, decisions, policies, programs, etc., being considered by or already approved by ecclesiastical assemblies and agencies.

IV. Editorial integrity
   The following guidelines for editorial judgment will be used in determining what materials (editorials, articles, news stories, etc.) are published in the pages of The Banner:
   A. The Banner materials should be faithful to Scripture and the confessions.
   B. The Banner materials should edify and educate readers.
   C. Truth must be written but always in love.
   D. Criticism must be constructive and fair.
   E. Editing of materials should always maintain the intent of the author while making the writing more effective in presenting the author’s views.
   F. No author should be demeaned by editorial comment or by the way an article, column, letter, etc., is presented.
G. Selection of authors should aim at equity of representation (U.S./Canada, minorities, men/women, younger/older, conservative/progressive, etc.).

H. Nothing deliberately inflammatory, insulting, or divisive should be published.

I. Nothing that serves the interest solely of one individual, organization, or group in contrast to other individuals, organizations, or groups or in neglect of the general interest of the churches should be published.

J. The Banner should give preference to CRC authors.

K. Heads/titles should not be misleading or sensational; they should accurately reflect the heart of the story/article.
Appendix J: Philosophy of Employment and Compensation

Philosophy of Employment

The Christian Reformed Church in North America, as well as its agencies and educational institutions, affirm the following statements:

a. God, who gives his people the ability to work, intends that work be performed with joy, satisfaction, and to the best of a person’s capability.

b. Every position is important; no position is without purpose.

c. Each employee is an imagebearer of God and deserves to be treated as such by
   - being provided with the opportunity to perform meaningful work.
   - being affirmed as a person with dignity and honor.
   - being provided an antiracist work environment.
   - being provided the full privilege and responsibility of his/her position.
   - being encouraged to pursue professional and spiritual growth.
   - being protected from harassment and discrimination.
   - being compensated with a fair wage.
   - being provided the opportunity for balancing work with other life activities.

d. All employees are to be contributors to the achievement of excellence in the strategic ministries of the CRCNA by using their God-given gifts. All employees are expected to have and use the expertise and talent that enables them to excel.

e. It is our desire that all employees profess Jesus Christ as their Lord and Savior. All employees are required to be supportive of the work of the denomination. All employees are encouraged to be members in a congregation of the CRCNA. Certain designated positions require membership in a CRC congregation as well as explicit commitment to the authority of Scripture for all of life; to the confessional authority of the Belgic Confession, the Heidelberg Catechism, and the Canons of Dort; and to the Church Order of the Christian Reformed Church.

Philosophy of Compensation

The Christian Reformed Church in North America considers all employees imagebearers of God and critical to the ministry of the organization.

The CRCNA is concerned with treating all employees fairly. In this context, all employees are provided the opportunity to be justly rewarded for their efforts in furthering the ministries and strategic objectives of the CRCNA.

The compensation system is designed to faithfully reflect the principles of good stewardship and to support the CRCNA’s Philosophy of Employment. Compensation is a combination of wages, other financial benefit programs, and a wide variety of nonfinancial programs designed to enable employees to fully develop and utilize their God-given gifts and talents. The primary focuses of the CRCNA’s compensation program are to provide employees with a fair wage, with comparable pay for comparable work, and with greater pay opportunity for higher job complexity, responsibility, and impact.

The CRCNA also rewards employees based on performance; differences in performance will be reflected in pay. While the philosophy of compensation is transparent and public, individual salaries are not.

The CRCNA looks to the broad market as well as to the not-for-profit sector for guidance in determining compensation. The CRCNA does not attempt to compete with the private sector for all jobs, especially executives. At the same time, there are positions that the CRCNA cannot fill (generally in
The CRCNA compensation program provides equity in three major areas:

**Internal Equity**—so that the compensation differentials between jobs of varying responsibilities and accountabilities within the organization can be perceived as fair, neither too small nor too large. Some jobs are inherently bigger than other jobs due to the innate requirements and skills that the job necessitates. The pay grade of a position relates to the inherent requirements of the job and not the incumbent’s performance or God-given gifts and talents.

All jobs at the CRCNA shall be systematically compared and a hierarchy developed based on:

- the knowledge, skills, and abilities required to perform the work.
- the degree of creativity and innovation required by the work.
- the opportunity to favorably make an impact on the ministries and strategic objectives of the church.

**Individual Equity**—so that compensation compares fairly among individuals in the same jobs within the organization. As with the Philosophy of Employment, the Philosophy of Compensation of the CRCNA demands that each person have all the rights and privileges of their position. No one person or group of persons will receive significantly more or less for fulfilling the same or similar tasks as others in the organization at a similar level of proficiency.

At times an agency/ministry/department director may seek an exception for an individual employee, or particular group of employees, to be paid outside of their assigned pay level. Any such request must be presented to the Director of Human Resources in writing, identifying the need for the exception. Only requests that show a direct impact on our ability to deliver the mission or vision in that area will be considered. Such requests will be reviewed and acted on by a committee consisting of the Executive Director, Director of Finance and Operations, and the Director of Human Resources, and will be reported to the COD.

**External Equity**—so that the total compensation for a particular position compares fairly with similar jobs in similar organizations nationally and within organizations in the same geographic location as where the job exists. To ensure binational external equity, the pay scales for the United States and Canada shall incorporate an equalizing adjustment. Such adjustment shall be equal to the larger of the two geographic differentials to the national wage average for the two main work locations (Burlington, Ontario; and Grand Rapids, Michigan) when conducting a salary review and revision.

The CRCNA will attract, develop, and retain persons who are faithful stewards of the accountabilities, responsibilities, and resources entrusted to them and capable of performing their respective roles at the highest level of excellence. An individual’s work performance and contribution to the ministries and strategic objectives of the CRCNA within the framework of his or her current position will be regularly evaluated. Exceptional service and performance will be recognized and rewarded.
Appendix K: The Ministries Leadership Council

The Ministries Leadership Council

I. Background: The relationship of the MLC to other facets of governance (from the COD Governance Handbook)

![Diagram showing the relationship of the Ministries Leadership Council to other structures and governance entities]

5.231 Decision Making Groups. In order to ensure the awareness and, when appropriate, integration of cross-agency/ministry/services procedures and guidelines in light of COD policies, two levels of decision-making groups provide service; each of these groups includes those agencies and ministries governed by the COD and other CRCNA entities:

5.2311 Country-Specific Coordinating Groups. In each denominational office center with more than one agency/ministry function, a coordinating group meets regularly to address their common and contextualized inter-agency/ministry/services shared agenda related to guidelines and procedures, and to review and endorse at times standards and strategies that are then brought to the next level of review (see 5.2312, below).

5.23111 Normally leaders of agencies/ministries/services in the specific country make up the group; however, regular attendance by an administrative leader from the other country is valuable.

5.23112 Particularly in Canada, the exercise of direction and control, as federally required, is invested for management purposes by the Corporation(s) to the specific agency or, in
the case of ministry services, to its director via the CMD, and coordination, as needed, occurs at this Country-Specific Coordinating Group.

5.2312 Ministries Leadership Council (MLC). A binational management group focused on developing and maintaining *standards and strategies* in the context of COD policies, the MLC or some variation has long held an important role in inter-agency/ministry/services work. It is assisted by the Country-Specific Coordinating Groups as described above. The mandate and composition of the MLC is found in section II below.

5.232 Working and Collaborative Groups. Agencies, Ministries, and Other CRCNA Entities (both those governed by the COD and those governed by their own boards) utilize groups of individuals—within the agency/ministry/other entity or by means of a collaboration of linked agency/ministry/other entity personnel—helpful in achieving and implementing necessary management *procedures* and *guidelines*. In addition, they may serve as the initial setting for the consideration of revised or new *standards* and *strategies* that are then reviewed/endorsed by one of the subsequent management groups.

II. Mandate and Composition

The Ministries Leadership Council (MLC) is a binational gathering of ministry leaders of the Christian Reformed Church in North America (CRCNA) convened by the executive director of the CRCNA (ED) to advance the vision, mission, values, and objectives of the Christian Reformed Church (including its Ministry Plan) as approved by the Council of Delegates (COD) that governs the agencies, educational institutions, and various ministries of the Christian Reformed Church by establishing and maintaining standards and strategies in the context of COD policies that facilitate such advancement, integration, and collaboration.

**Responsibilities**

A. The MLC, on behalf of the COD, reviews and coordinates the implementation of the Ministry Plan and may recommend changes to it. It ensures that both its decisions and those of individual CRCNA ministries are in alignment with the plan.

B. The MLC reviews and makes recommendations to the COD concerning issues of strategic importance to denominational ministries.

C. The MLC reviews and approves as necessary the administrative and strategic decisions of the agencies, educational institutions, and specialized ministries as these pertain to the Ministry Plan and/or have an impact on other ministries.

D. The MLC reviews for endorsement to the COD policy recommendations advanced by CRCNA agencies, educational institutions, and specialized ministries for its consideration.

E. The MLC prepares and proposes a unified budget for consideration by the COD, including, but not limited to, a recommendation for the allocation of financial resources.

F. The MLC will have the right of comment on policy, compensation, and benefit matters that are advanced to the COD for approval by the Support Services Committee of the COD.

**Composition**

The membership of the MLC consists of the following positions:

A. the executive director, who shall be its convener and chair

B. the director of ministries and administration, who shall be one of its two vice chairs

C. the Canadian ministries director, who shall be one of its two vice chairs

D. the director of finance and operations

E. the director of synodical services
F. the director of human resources
G. the director of Back to God Ministries International
H. the president of Calvin University (or their designee)
I. the president of Calvin Theological Seminary (or their designee)
J. the director of Resonate Global Mission
K. the co-directors of World Renew
L. a U.S. and a Canadian leader from the Offices of Race Relations and Social Justice
M. a leader representing ministry in Canada
N. the classis renewal coordinator
O. the director of communications and marketing

**Relationship of the MLC to the executive director of the CRCNA and the COD**

The MLC is accountable to the COD of the CRCNA through the office of the executive director (ED) of the CRCNA. The ED (or his/her designee) provides administrative oversight for all the ministries of the CRC on behalf of the COD. When the ED disagrees with a decision of the MLC, the ED will inform both the MLC and the COD about the disagreement, communicating to the COD not later than the time that the MLC decision is reported to the COD.

A decision of the MLC may be appealed to the COD when a member of the MLC is persuaded that a principle is compromised by a MLC decision. The response of the COD to an appeal shall be final and binding on all concerned.

Adopted by the BOT September 2009; Revised May 2010;
Revised by the BOT February 2012
Updated (titles only) August 2014
Membership updated April 2019

**III. The Ministries Leadership Council Protocols**

A. Meetings and Agenda. The Ministries Leadership Council (MLC) shall normally meet monthly at a regularly scheduled time. The meeting schedule shall be posted in the MLC minutes for the calendar year but in any event shall be indicated not less than three months in advance.

B. Officers. The chair and convener of the MLC shall be the executive director of the CRCNA (or his/her designee); the director of ministries and administration and the Canadian ministries director serve as vice chairs.

C. Attendance. The MLC members shall be present at each meeting of the MLC unless excused for valid reasons by one of the officers.

D. All agenda materials shall be submitted to the executive director’s office no later than one (1) week prior to the scheduled meeting date.

E. The meeting agenda shall be distributed to the members of the MLC not less than three (3) working days prior to the scheduled meeting date. Emergency meetings of the MLC may be convened at the discretion of the officers with less than three (3) days notice if the situation so warrants.

F. It is preferable that all agenda materials be accompanied with written motions and financial impact information, if applicable. Agenda materials submitted late or without adequate information will be deferred to a later meeting of the MLC unless the members, by majority vote, permit an exception.

G. Official Records
1. Every decision of the MLC shall be entered into an official record by way of minutes. The minutes of the MLC meeting shall be approved at the next scheduled meeting of the MLC. The official records of the MLC will be kept by the office of the executive director. The office of the executive director will also prepare and distribute the agenda for the MLC meetings.

2. All minutes of the MLC are public unless specifically stated otherwise. Minutes will normally be distributed to members of the MLC, ministry directors, the COD, and members of the administration who do not serve on the MLC.

3. The MLC will receive a copy of all official staff meetings and team meetings where decisions are made that have an impact on the achievement of the Ministry Plan of the Christian Reformed Church, on other denominational ministries (e.g., service costs, programs), and/or on the ability of an agency or department to implement their own mandate.

H. Subcommittees. The MLC shall use ad hoc and standing subcommittees (e.g., Ministry Plan Development and Implementation Group) in accomplishing its purposes. Mandates of standing subcommittees shall be found in the MLC Manual.

I. Rules of Order

1. The MLC will generally follow Robert’s Rules of Order in the conduct of its meetings. The MLC reserves the right to suspend the normal Rules of Order if a situation demands such suspension.

2. Appeals against decisions of the MLC shall be submitted first to the ED for resolution and only then to the COD. Decisions by the COD are binding upon all parties involved in the appeal.

3. Members of the MLC, with the purpose of advancing the denominational vision and the Ministry Plan, serve with the interests of the whole church at heart. The MLC is intended to be an assembly of leaders acting not only as representatives of their agency but also as members of the denomination.

4. Policy and procedures intended for the COD are normally vetted (approved) at the MLC level. This provides opportunity for input, ownership, and compromise if need be. Standards and Strategies for the Agencies, Ministries, and Support Services of the CRCNA are approved by the MLC and maintained in a manual; standards and strategies that have an impact on COD policies and procedures are brought to the COD when necessary.
Appendix I: Summary of the Report on Cultivating Binationality in the CRCNA

I. Introduction

The Christian Reformed Church in North America (CRCNA) values being a binational denomination for the opportunity it provides to combine pursuit of a common mission with intentional and meaningful engagement with different national, regional, and local contexts for ministry. Binationality is an asset to be cultivated as we together engage in God’s mission in our various contexts.

The mandate of the Work Group on Binationality was to explore these pathways and prepare recommendations for implementation. The process can be described as moving from a conceptual description to a more specific implementation plan as outlined in recommendations to the Board of Trustees.

II. The mission of God is our primary focus

God is on a mission to make his kingdom a reality in the world. He calls his people to incarnate his message of love, hope, reconciliation, and justice in their context. What especially binds us together is the shared call to be engaged in the mission of God. As we talk about binationality, organization, culture, or leadership, our discussion always needs to be framed in the context of that mission.

III. Why cultivate binationality?

God is at work in his world, and he calls us to his kingdom purposes, values, and work. God’s mission challenges us to be responsive and obedient. It is a matter of faith and faithfulness. The pathways to binationality equip the CRCNA to respond to God’s call. Binationality recognizes our cultural and contextual differences, seeking to express our common mission in these varied settings in a way that is faithful to the vision and relevant in the setting.

IV. Strategic ways to cultivate binationality

Five pathways for cultivating binationality were explored. These pathways were identified because of their strategic potential.

A. Pathway 1: Gatherings to discern vision and understand our context

The purpose of gatherings is to stimulate conversations around the mission God has entrusted to us, exploring and discerning how that mission can be implemented most fruitfully and effectively in our respective contexts and in our shared North American context. These conversations should inform and shape our mission locally and nationally and guide the development of a denominational strategic plan.

B. Pathway 2: Mutual learning and collaboration between CRCNA staff, classes, and churches

The members of senior staff teams in each country develop a dynamic mutual learning relationship with congregations, classes, and ministries together with the agencies of the CRCNA. Linking with congregational- and classis-based initiatives ensures that the staff team interacts with learnings “on the ground” and helps to discern where God’s Spirit is at work in that community, region, or country.

The senior staff team would build on the learnings as they develop and review the strategic plan and recommend changes to ensure that plans and programs effectively address the trends, issues, and challenges identified at the national, regional, classis, and congregational levels.

C. Pathway 3: Senior executive leadership team embodies binationality

To make binationality an authentic leadership value, a major component of the executive director position will have to be the intentional advancement of a consultative and flourishing binational organizational culture and communion. This must be the goal not only for the denomination as a whole; it must start with relationships and work within the senior executive leadership team. The very manner
in which the team operates is a microcosm of the binationality we not only acknowledge but also treasure.

**D. Pathway 4: Developing an organizational culture for effective planning**

The CRCNA is an organization that lives in two countries. It is important that our binational character be reflected in the operations of that organization, not just as an afterthought, but as an integral component of what that organization is. We must be intentional in ensuring that our binational character permeates the organization and is embedded in its culture. The CRCNA should be an organization in which the binational context is a natural part of what it plans to do in pursuing its mission in North America. (See the Decision-Making Tree in the addendum that follows.)

**E. Pathway 5: Governance for discernment and decision making in context**

There are two important dimensions of governance that need to be kept in view as we explore this pathway: church ministry discernment and legal corporate governance and decision making. An important role for the Board of Trustees is to develop a culture, practice, and expectation of actively discerning God’s mission, primarily in the U.S. and Canadian context, and also in the North American context. The church and its trustees must respect and implement to the highest standard U.S. and Canadian laws regarding corporate governance and decision making, respectively, for the Michigan Corporation and the Canada Corporation.

**V. Closing comment**

These five pathways are in synergy with each other and other processes under way in the denomination (e.g., structure and culture review, strategic planning and adaptive change).

* Adopted by the BOT; Received for information, Synod 2014*
Addendum: A Decision-Making Tree for Developing an Organizational Culture for Effective Planning
Appendix M: Comprehensive Governance Chart

Governance Structure Chart | 2019
Appendix N: Nominating Services Committee Process

The Nominating Services Committee serves the Council of Delegates by working with the classes (and congregations) of the denomination to ensure that the COD has a complete set of delegates meeting the regional distribution requirements and reflecting the diversity of the CRCNA. (See 2.232.)

Process

A. Gathering Names and Maintaining a Database: Each COD member would be responsible for

1. Bringing a list of potential nominees from his/her classis twice a year (Feb. and May meetings), including brief basic information via a staff developed form. These names should reflect persons with suitable leadership skills to be considered as potential nominees. The COD member will work closely with the stated clerk and/or classis nominating committee to solicit nominees.

   Note: The COD member and the stated clerk will not seek the availability or willingness of the potential nominee to include his/her name on the list.

2. Achieving over a five-year period the goal of creating and maintaining a list of not less than ten to twelve names from each classis.

3. Reviewing the list of potential nominees for his/her classis each September, ensuring each name listed is still a member of the classis and suitable for potential leadership.

   Grounds:
   a. This process includes collaboration with the classes, keeping ties with the local level.
   b. In this way a database of potential nominees is managed by administrative staff on behalf of all of the classes.

B. Soliciting Nominees from a Database: When the Council of Delegates is in need of a nominee from a specific classis or region, the nominating committee is encouraged to make use of the potential nominee database; in addition, with the assistance of staff, additional names are gleaned from the diversity leadership database maintained by the Human Resources Office. These names are then shared with the stated clerk of the given classis. The option for the classis is to rely on the list, add to the list, or ignore the list.

   Note: It would be premature to seek the interest or permission of any of these individuals to stand for nomination before being presented to classis.

   When nomination for an at-large position is sought, the nominating committee is encouraged to make use of the potential nominee database as well as the diversity leadership database maintained by the Human Resources office. If potential nominees are chosen from the list (based on diversity, region, expertise, and so forth), the COD nominating committee is responsible for asking the potential nominee if he/she is willing and able to be considered for nomination.

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COD Governance Handbook, section 2.242 (Composition of the Executive Committee)

2.242 Composition of the Executive Committee (and implications for other committees). The Executive Committee is made up of four Canadians and four U.S. members (plus the executive director):

• Chair (same as the chair of the COD; no other committee assignment)
• Vice Chair (Chair of Nominating Services Committee; no other committee assignment)
• Secretary (from any committee)
• Treasurer (Chair of Support Services Committee)
• Member 1: Chair or Vice Chair of Global Missions Ministries Committee
• Member 2: Chair or Vice Chair of Mercy and Justice Ministries Committee
• Member 3: Chair or Vice Chair of Congregational Ministries Committee
• Member 4: Chair or Vice Chair of Ministry Plan, Communication, and Synodical Services Committee
• Executive director, _ex officio_ and non-voting (also the CMD, DMA, and DSS attend as guests and are non-voting)

Election to the COD chair results in being free from other committee assignments.
Election to the COD vice-chair results in being the Chair of Nominating Services.
Election to the COD secretary position in serving on any of the committees.
Election to the COD treasurer position results in being the Chair of Support Services.

The other committees (Global Missions Ministries, Mercy and Justice Ministries, Congregational Ministries, and Ministry Plan, Communication, and Synodical Services) select a chair and a vice chair (one CDN; one U.S.). In that way, equal balance for the Executive Committee can be achieved as the Nominating Services Committee recommends to the full COD either the chair or vice chair from each committee for the Executive Committee in a way to achieve national balance (four Canadian; four U.S.).

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_**Relevant Rules for Synodical Procedure, from sections VI, D and F (pp. 15-17)**_

_D. Rules for Appointments to Boards and Committees_

2. All board and committee members shall be elected from nominations presented to synod. Boards and committees in which vacancies must be filled shall normally present a slate of multiple nominees for election to membership for a first term, with the exception of COD classical nominees. Boards and committees present a single nominee (the incumbent) for a second term. Some boards, as determined by their articles of incorporation or bylaws, may present a member for a third term (i.e., Board of Pensions).


6. _Rules for Eligibility and Term of Office_

   a. A person whose work is regulated by a board shall not be delegated to that particular board.

   _Acts of Synod 1966, p. 87_

   b. Synodical board and committee members who have served two three-year terms shall not be eligible for reelection except when a specific exemption to this rule has been approved by synod.
c. The terms of office for representatives to denominational boards and committees begin and terminate on July 1 of the year of appointment or termination.


d. In the case of an unexpected vacancy on the Council of Delegates, the COD may appoint an interim delegate—in consultation with the classis for the classical delegates—until appointment of a new classical or at-large delegate can be made by the next synod. When a new denominational board delegate is nominated and subsequently elected by synod to replace a delegate who is unable to complete their term (e.g., due to illness, moving from the region), the new delegate shall ordinarily fill out the remaining term(s) of the previous delegate.

   (Acts of Synod 2017, p. 641)

F, 2 Judicial Code Committee of Synod: Membership

The Judicial Code Committee shall be composed of twelve (12) members and shall reflect the diversity of the denomination. Each year four (4) persons shall be elected for terms of three (3) years. At least one (1) of these four (4) persons shall be a minister of the Word or a commissioned pastor; at least one (1) shall be a person trained in the law; at least one (1) shall not be a minister of the Word or a commissioned pastor nor one trained in the law. Synod shall elect members from nominations presented by the Council of Delegates of the CRCNA. The Judicial Code Committee may recommend nominees to the Council of Delegates. The terms of members shall commence July 1 following their election by synod. In the event of a vacancy on the committee because of resignation or death, the Council of Delegates shall appoint a person to fill the balance of that term. Members may be reelected but shall not serve more than six consecutive years. A former member who has been off the committee for two or more years shall be eligible for election to the committee as a new member. The Judicial Code Committee shall select a chairperson and reporter from among its membership. Any member of the Judicial Code Committee advising a given synod may be, but need not be, a delegate to that synod.
Appendix O: CRCNA Employee Gift Policy

The Council of Delegates gives authority to senior management to provide an annual, modest, monetary gift to all CRCNA employees. The amount of such gift will be determined by management each year in keeping with available funds. A note of gratitude will be provided with the gift on behalf of the Council of Delegates (COD Minute 5703, M).

Adopted October 2017
Appendix P: Church Membership and Confessional Conformity for CRCNA Personnel Policy

To fulfill the Church’s mandate, the Synod of the Christian Reformed Church appoints denominational ministries, or entities, that engage churches and classes in local, national, binational, and global ministries. Synod regulates the work of these entities through the Constitution and decisions of the Board of Trustees of the CRCNA. Therefore, for employees who serve in direct ministry positions, the CRCNA has a reasonable expectation that those who act with executive authority on its behalf conform to its doctrinal standards and act as a member of the Christian Reformed part of Christ’s Body as they serve in direct ministry.

1. Direct ministry positions require professing membership in a Christian Reformed congregation, or of a church in ecclesiastical fellowship with the CRCNA, and agreement with the doctrine of the church signified by signing the Covenant for Office-bearers in the CRC. Direct ministry positions are those that include any of the following tasks, or supervision of positions that do:

   A. Proclaiming, explaining, and applying Holy Scripture (Church Order Art. 11).
   B. Training seminary students for the ministry of the Word, and vindicating sound doctrine against heresies and errors (Church Order Art. 20).
   C. Church education, pastoral care, and evangelism (Church Order Art. 24).
   D. Overseeing the doctrine and life of Christian Reformed office-bearers (Church Order Art. 25).
   E. Representing and administering the mercy of Christ, including inspiring faithful stewardship of time, talents, and resources, and ministries in structures and ministries of mercy, justice, and reconciliation (Church Order Art. 25-c).

The Director of Human Resources, the Canadian Ministries Director, and the Director of Ministries and Administration determine the positions above level L that involve direct ministry or supervise those providing director ministry. Appeals may be brought to the Executive Director.

The descriptions for positions in this category must include the following qualification:

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\(^{11}\) Church Order Art. 73: “In joyful obedience to the Great Commission to make disciples of all nations, the church is called to bear witness to Jesus Christ and his kingdom through word and deed.”

\(^{12}\) Church Order Art. 45: “Synod is the assembly representing the churches of all the classes.” A classis consists of a group of neighboring churches (Church Order, Art. 39).

\(^{13}\) Church Order Art. 76-a. “Synod shall encourage and assist congregations and classes in their work of word and deed witness to Christ and his kingdom. Synod shall also appoint denominational ministries that engage churches and classes in ministries that are local, national, binational, and global.”

\(^{14}\) Church Order, Art. 77: “Synod shall regulate the work of denominational ministries by way of the Constitution and decisions of the Board of Trustees of the CRCNA.” This state is based on the current wording of the Church Order. Assuming Synodical approval of changes to CRCNA governance consistent with the 2015 decision to implement a Council of Delegates, this language will change.

\(^{15}\) See https://www.crcna.org/resources/church-resources/liturgical-forms-resources/ordination-installation/covenant-officebearers
Professing membership in a Christian Reformed congregation or of a church in ecclesiastical fellowship with the CRCNA, and agreement with the doctrine of the church signified by signing the Covenant for Office-bearers\textsuperscript{16} or by signing a comparable document prepared by the CRCNA.\textsuperscript{17}

2. Positions rated above level L that are not direct ministry positions require membership in a Christian church\textsuperscript{18} and agreement with the doctrine of the CRC signified by signing the Covenant for Office-bearers in the CRC or a comparable document prepared by the CRCNA. The descriptions for positions in this category must include the following qualification:

\textit{Membership in a Christian church and agreement with the doctrine of the CRC signified by signing the Covenant for Office-bearers in the CRC or a comparable document prepared by the CRCNA.}

3. Positions rated below level K that are not direct ministry positions require employees to respect and support the mission, vision, values of the CRCNA. The CRCNA desires that employees in these positions profess Jesus Christ as Lord and Savior, and are actively involved in a Christian congregation. Descriptions for such positions must include the following qualification:

\textit{Able to respect and support the mission, vision and values of the CRCNA. Recognition that the CRCNA desires a profession of Jesus Christ as Lord and Savior and active involvement in a Christian congregation.}

4. The CRCNA holds\textsuperscript{19} that those created in God’s image represent God and bear authority delegated from Him.\textsuperscript{20} The historical fall into sin resulted in twisting and distortion of God’s image with consequent corruption and radical distortion in people’s exercise of this delegated authority. Christ “came to restore to all believers the office which was once theirs by virtue of creation; namely, the office to serve others and to serve the whole creation.”\textsuperscript{21} Thus, the CRCNA recognizes one office shared by all believers. The CRCNA also holds that “Special ministries are given by Christ to the church so that the universal ministry of all believers may be enhanced and developed.”\textsuperscript{22} These special ministries or offices to which specific people are appointed include commissioned pastor, elder, deacon, and minister of the Word. An entity of the CRCNA may require or prefer ordination in one of these offices for a position if the work of the position is consistent with the calling of the specified office.

5. Implementation

\textsuperscript{16} As stated here, members of a church in ecclesiastical fellowship would be required to sign the Covenant.

\textsuperscript{17} Nothing is stated here as to what qualifies a church to be classified as Christian. In light of the requirement of signed agreement with the doctrinal statements included in the Covenant, such further qualification is unnecessary.

\textsuperscript{18} Ibid.

\textsuperscript{19} See relevant articles of the Church Order. Further, the most comprehensive statement made by the CRC on office and ordination is “Report 44: Ecclesiastical Office and Ordination,” Acts of Synod 1973, Art. 64, pp. 635-716. The decisions made by Synod 1973 in light of this report appear on pp. 60-64.

\textsuperscript{20} Women and men are authority-bearing creatures expected to exercise that authority in such a benevolent and constructive way that” we virtually become “the servant of the ‘lower creation’” (Acts of Synod 1973, p. 692).


\textsuperscript{22} Ibid.
Once approved, this policy applies to new hires, and compliance must be made evident or specified in a timeline mutually agreed upon at the time of hire.

Endorsed by the Ministries Leadership Council April 2017
Adopted by the Board of Trustees May 2017 (BOT Minute 5663, B)
Appendix Q

Council of Delegates Statement of Agreement with the Beliefs of the Christian Reformed Church in North America

We gather as the Council of Delegates of the Christian Reformed Church in North America to deliberate and decide on the issues presented as the COD’s agenda. We promise to do this work in obedience to the revealed will of our Lord Jesus Christ and in full agreement with what the congregations of the Christian Reformed Church in North America confess.

We believe that the Old and New Testaments are the inspired Word of God, the only infallible rule for faith and life. We affirm three creeds—the Apostles’ Creed, the Nicene Creed, and the Athanasian Creed—as ecumenical expressions of the Christian faith. We also affirm three confessions—the Belgic Confession, the Heidelberg Catechism, and the Canons of Dort—as historic Reformed expressions of the Christian faith, whose doctrines fully agree with the Word of God.

Along with these historic creeds and confessions, we recognize the following Reformed expressions of the Christian faith, adopted by synod as contemporary testimonies: the call for unity, justice, and reconciliation of the Belhar Confession and the witness of Our World Belongs to God.

As we deliberate and make decisions consistent with these beliefs, to the best of our ability and with the help of the Holy Spirit, we promise to seek the unity and well-being of the church of Jesus Christ, who prayed that all his own may be one in him (John 17:20-23).

Note: The members of the Council of Delegates or the Christian Reformed Church in North America will rise and read the above statement in unison at the start of the fall meeting of the COD. Each new member will also be required to sign the statement. In addition, nominees to the Council of Delegates will be sent a copy of the statement to ensure that they will be able to sign if appointed.

Adopted by the Board of Trustees
September 25, 2015
Updated July 2017

Role of COD Statement of Agreement with the Beliefs of the CRCNA and the Covenant for Office-bearers

Synod 2012 adopted a Covenant for Office-bearers (cf. Church Order Supplement, Article 5) that is used throughout the denomination, as individuals holding the office of deacon, elder, minister of the Word, or commissioned pastor demonstrate their commitments to the Three Forms of Unity. Other institutions of the CRCNA use alternative means for formalizing commitments. For example, at Calvin College faculty members are asked to sign a document (in a book form, now stretching back decades) that signifies their commitment to the Three Forms of Unity.
The Board of Trustees of the CRCNA originally and, subsequently, the Council of Delegates have also asked its members to sign a document. Since the members are not necessarily office-bearers, this Statement of Agreement with the Beliefs of the CRCNA is similar to, but not identical to, the Covenant for Office-bearers. Given the breadth of the COD’s mandate, this Statement focuses on the creeds and confessions as well as the contemporary testimonies. The Statement addresses the creeds and confessions by seeking affirmation; it addresses the contemporary testimonies by seeking their recognition as Reformed expressions of the Christian faith—Synod 2017 provided this designation.

Note that the role of office-bearer is different than board or faculty member and, as such, the Covenant for Office-bearers use is focused only on Office-bearers. Thus, others wishing to garner commitment rely on similar but not identical methods.

If a person examines the Calvin University book of signatures, they would see footnotes provided by some of the signatories. For instance, during the time that “…we denounce the Anabaptists…” was still in Article 36 of the Belgic Confession (before modification provided by Synod 1985), some faculty members provided footnotes or similar statements indicating that in affirming the whole of the Belgic Confession, that specific section was exempted from their affirmation.

Therefore, in affirming the current practice of asking members of the Council of Delegates to signify their agreement with the beliefs of the CRCNA (Biblical Authority, Creeds, Confessions, and Contemporary Testimonies), we also recognize that individual members have the privilege of indicating any personal exemptions from specific points contained within Creeds, Confessions, and Contemporary Testimonies. Personal exemptions will be noted by an asterisk (*) next to the signature with an accompanying explanation footnoted in the COD Book of Signatures. When an exemption is indicated, the Executive Committee has the right to evaluate whether the exemption is allowable or compromises the individual’s ability to serve the CRCNA in the capacity as a COD member.

Adopted by the Council of Delegates
February 2019
Appendix R

Policy for Program and Personnel Reduction

Should a significant decrease in non-designated revenue materialize, staff leadership shall inform the Council of Delegates to signal initiation of plans to match expenditures to the new revenue forecasts. Assuming the COD’s endorsement, staff leadership shall then inform the Ministries Leadership Council that steps according to policy are about to be undertaken.

Policy Assumptions
The primary assumption is that generally, current program (ministry) is appropriately resourced with the needed staff and operational materials. It is also recognized that staff are one of the most significant costs of any program. Therefore, while programmatic dimensions shall be the primary consideration in determining the focus of policy execution, a reduction in positions may also be a necessary consideration to align expenditures with projected revenue. The COD (and its Support Services Committee) are to be kept abreast of implementation of this policy, but the COD’s role is primarily one of ensuring fidelity to the policy, not the actual decision of reduction.

Policy Steps, DFO & ED
1. The Director of Finance and Operations (DFO) is responsible for detecting significant trends of non-designated revenue decline and alerting senior level management of such.
2. With the concurrence of senior leadership, the DFO and the Executive Director (ED), bring the findings to the COD for their endorsement of policy implementation. The DFO and ED also inform the MLC.
3. The ED and DFO appoint an ad hoc working group of senior leaders/MLC members that reflect the binationality of the denomination. Members of the group shall include the DFO and the Director of Human Resources.
4. The work product of the group will remain confidential.
5. The ED holds town hall meetings to explain the rationale for initiating this process.

Policy Steps: Working Group
1. Based on a range of expenditure reductions suggested by the DFO, the Working Group arrives at a financial target for program reduction—in most cases for the remainder of the current fiscal year and the following fiscal year.
2. The Working Group reviews the synodical actions and ministry objectives behind all program areas (Agenda for Synod 2017, pgs. 136-179) as well as any recent evaluative information per calling areas reviewed at recent meetings of synod.
3. The Working Group reviews the priorities of the Ministry Plan.
4. Individuals of the Working Group are assigned to specific areas of research, asking questions such as:
   a. Which programs are most critical based on the direction of synod and to the delivery of the Ministry Plan?
   b. Which positions are most critical to the specific departments in the delivery of services?
   c. What are the relative skills, knowledge, and productivity of employees in the given department?
   d. What are the lengths of service of employees in the department?
   e. Are there any equal employment factors to avoid adverse impact on the diversity goals of the CRCNA?
5. The Working Group comes together to propose reductions in specific areas and, if appropriate, in specific regions/nations.
6. The ED is responsible for updating the COD.

Policy Steps: Ministries Leadership Council
1. The DFO provides an overview of the Working Groups proposal to the MLC.
2. The HR director reviews issues such as notification, severance pay, and the like at MLC.
3. The MLC reviews and adopts the proposal with amendments as appropriate.
4. An approach for announcing the plan both generally and to specific individuals is crafted and endorsed.

Policy Step: Beyond Ministries Leadership Council
1. The ED informs the COD of final MLC action.
2. The COD Executive Committee ensures appropriate corporate oversight.

Policy Step: Implementation and Evaluation
1. Implementation occurs
2. The Working Group brings an evaluation of actions to the subsequent meeting of the MLC and the COD.

Adopted by the Council of Delegates of the CRCNA
October 2019
Appendix S

Protocol for Right of Comment to Synod (i.e., Serving Synod with Advice): Staff, Denominational Boards, and Synodical Standing Committees

The following is intended to inform staff of a ministry, agency, or institution and to guide CRC boards (namely, the Council of Delegates, World Renew Board of Delegates, Calvin University Board of Trustees, and Calvin Theological Seminary Board of Trustees) and standing committees of synod in consideration of an appropriate response to an overture or report on synod’s agenda.

While this document relates to the right of comment concerning overtures and communications to synod, first it is helpful to review of the general communication routes to synod.

1. Reports from agencies, ministries, and educational institutions are gathered by staff and included in the COD’s report to synod using the framework of the five callings.
2. Section 1.312 of the COD’s Governance Handbook provides further delineation for the agency (World Renew) and educational institutions Calvin Theological Seminary and Calvin University) with their own boards. Further, Calvin University, Calvin Theological Seminary, and World Renew boards communicate to synod through the COD. In addition, proposed changes to their mandates, constitution, and/or bylaws require presentation by the COD as recommendations to synod.23
3. Section 2.113 of the COD’s Governance Handbook states: “[The COD shall] . . . cooperate with the educational institutions affiliated with the denomination and World Renew as well as other CRCNA boards toward integrating the respective missions of those institutions and functions into the denominational ministry program, bringing their reports and any recommended actions to synod via the COD.
4. Thus, it is clear that communications from these three boards are forwarded to synod through the COD (as stated in item 1 above), and their recommendations (including proposed changes in foundational documents) are forwarded to synod by the COD as well.

The mandate of the Council of Delegates includes this purpose: “to govern ministry functions” (Governance Handbook 2.11). For overtures and communications to Synod focused on ministry functions, the COD beyond the reporting methods listed above, may provide comments (for example, historical or factual information, etc.) to Synod that relate to those ministry functions the COD is responsible for.

In addition, the “Rules for Synodical Procedure” state, “The executive director shall serve synod with information and advice as requested regarding matters that come to the floor of synod” (section III, A, 2; p. 3). Two categories of such service are possible:

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23 The provision of section 1.312 is to be understood in light of Synod’s action (Acts of Synod 1993, p. 343) which states “nothing contained herein shall interfere with the authority of the Board of Trustees of Calvin [University] 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.”
1. The executive director provides synod’s advisory committees with background information (e.g., previous decisions of synod) to inform their discussions and consideration of matters on the agenda.

2. The executive director may, for example, suggest to an advisory committee chair and reporter that they invite a ministry director to meet with the committee when a specific matter is addressed to serve the committee with advice based on their particular expertise.

Given the COD’s right of comment privilege and the Executive Director’s role (both described above), the following procedures shall be followed.

a. **Staff Initiation**
   - **Council of Delegates.** If staff of a ministry or agency under the purview of the COD write a communication in response to a matter on the agenda of synod that affects their ministry’s mandate that they wish to share with synod, the communication is processed through the executive director. The ED determines whether the response is appropriate for the COD to consider in light of its appropriateness for synod; if judged appropriate, the ED provides, in consultation with the COD Executive Committee, the communication on the COD’s agenda (normally via one of its standing committees). The COD may (1) simply **endorse** the communication or (2) **adopt** the communication with grounds. Such endorsement or adoption is then communicated to synod via the COD’s Supplement Report.

   - **Other Boards and Standing Committees of Synod.** If agency or educational institution staff or staff of a synodical standing committee wish to provide synod with a communication in response to a matter on the agenda of synod, the matter is brought to the appropriate board (in the case of Calvin University, Calvin Theological Seminary, World Renew) or committee (in the case of standing committees of synod) meeting via the protocols in place for each. If the communication is adopted or endorsed by the respective board or committee, it is provided by means of the board or committee’s Supplement Report which, as indicated elsewhere, is brought by the COD to synod.

b. **Board/Committee Initiation.**
   - **Council of Delegates.** The COD itself (i.e., without staff initiation) may judge that synod would be well served by a formal communication in response to a matter on synod’s agenda that affects a ministry that falls under the governance of the COD. If time permits, the COD may ask staff for background information; the communication that emerges may be adopted or endorsed and communicated to synod via the COD’s Supplement Report.

   - **Other Boards and Standing Committees of Synod.** The agency or educational institution boards (Calvin Theological Seminary, Calvin University, and World Renew) or a standing committee of synod (Candidacy Committee, Ecumenical and Interfaith Relations Committee, and Historical Committee), without staff initiation, may judge that synod would be well served by a formal communication in response to a matter that falls under its responsibility. If time permits, the board or committee may ask staff and faculty for background information; the communication that emerges may be adopted or endorsed
and communicated to synod via the board or committee’s Supplement Report. Such communication by means of a denominational board’s Supplemental Report shall be brought to synod by the Council of Delegates, which may choose to provide additional endorsement or comment to synod regarding the communication.

c. **Late Submissions.**

If staff of an agency, ministry, or institution develop a communication after the spring meeting of its respective board and wish to submit it to synod as advice, such communication is provided to the ED and not carried by the board or committee representative and distributed directly to synod or an advisory committee. The ED shall judge the appropriateness of the communication, and provide the communication to the officers of synod who may propose acceptance to the synod body; upon majority vote, it is declared acceptable on synod’s agenda (V, B, 12). Officers may judge if presented only to the chair/reporter of an advisory committee for their committee, or if made available to all of synod.

Adopted by the Council of Delegates
October 2019