MINISTRY REPORT TO CLASSES AND COUNCILS

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From the Director of Denominational Ministries

Leaders are important in the work of the local church, classis, communities, our denomination—in all Kingdom work. That is why our denominational ministry plan identifies *Developing Leaders* as one of our ten strategic objectives. The plan identifies that CRC ministries will:

 Identify, develop, and support both volunteer and professional (paid) church leaders including pastors, ministry associates, youth leaders, worship leaders, church educators, community workers, and administrators

- Train, mentor, and disciple leaders so that they are biblically formed, prayerful, competent, and display a Christlike character
- Join partner organizations in developing leaders in churches and communities worldwide

The CRC has a history of developing leaders, and we continue to look for new opportunities to do so in our current cultural context. In September, the Board of Trustees of the CRCNA approved the concept and operational plan of The Leadership Exchange, which is hoping to equip and develop local leaders in a variety of settings "through exchange of understanding and practice." Our hope and prayer is that The Leadership Exchange becomes part of the important culture of leadership we are developing in the CRC. As you read through these reports from our ministries, you will hear our sincere desire to be intentional about developing leaders along with you for God's kingdom work.

Abuse Prevention

Late in October, Classical Safe Church Team chairpersons from 18 classes gathered to discuss the successes and challenges of their work. The group moved from acknowledging the pain of isolation to finding strength in the humor and wisdom of colleagues who face similar issues in classes across North America. Tim Postuma challenged the chairpersons to network in new ways based on the changing technology available through the office of Abuse Prevention. Coffee breaks spilled overtime as chairpersons discovered new resources and shared best practices. They opened up their laptop computers, and reviewed and downloaded Power Points that they will share with Safe Church Team members at home. An excitement began to fill the air.

Norma Coleman-James led the chairpersons in describing their vision for the future. It became evident that there was unity and purpose among

these twenty-four hard-working volunteers. A small thread of hope became a rope that everyone could grasp. There was relief in the audience even as they acknowledged that there is a way to go before their vision is a reality.

These Safe Church Team leaders gained much by stepping out of their individual territories and embracing a common vision. Without the encouragement of others, the work of abuse prevention and abuse response is a difficult task. These leaders found an abundance of encouragement during this one 24-hour period. We commend them for their diligence as they bring new energy and vision back to their respective classes. Continue to pray for them.

Chaplaincy Ministries

Chaplaincy Ministries is pleased to report that the vast majority of our chaplains are involved in professional development education and training. The military chaplains are usually members of the Military Chaplains Association and are trained in two professional development tracts: military schooling and civilian special education opportunities. Our civilian chaplains are members of several professional credentialing organizations. These professional associations require our chaplains to maintain a level of competence and provide progressive leader training. Many of our chaplains hold leadership positions in these associations and in the institutions where they minister. The development of leaders is valued by Chaplaincy Ministries.

Disability Concerns

Without intending to, most churches erect barriers to the participation of people with disabilities. Architectural barriers restrict use of church buildings and even prevent some from entering. Communication barriers exclude people with visual or hearing impairments. Attitudinal barriers result in people with disabilities being ignored or not encouraged to use their spiritual gifts.

Local church leaders are able to help churches overcome these barriers. Disability Concerns provides a variety of tools to assist local leaders.

 A Compassionate Journey, published by Disability Concerns and available through Faith Alive, gives council members and congregational care teams a resource to learn how to provide care to people with disabilities or chronic illnesses.

- Our quarterly newsletter, appropriately called Breaking Barriers, gives congregational leaders a brief and free resource to distribute to their congregation which offers stories and resources to help congregations provide a warm welcome.
- Our website, www.CRCDisabilityConcerns.org, provides worship and caring resources as well as English and Spanish versions of *Breaking* Barriers.
- Conferences and other training sponsored by Disability Concerns provide training.
- About 600 volunteers, recruited by Disability Concerns, serve in Christian Reformed churches and classes as advocates for people with disabilities. The staff of Disability Concerns, one full-time director, and two part-time administrative assistants support these volunteers in a variety of ways including an annual training session for the regional advocates.
- Consultation is provided by the Director of Disability Concerns as well as local volunteers to help church leaders identify resources and implement best practices to remove barriers and open wide the doors and hearts of the church for all of God's people.

Please let us know how we can partner with your congregation by contacting us at 888-463-0272 or disabilityconcerns@crcna.org.

Dynamic Youth Ministries

Dynamic Youth Ministries (Cadets, GEMS, and Youth Unlimited) offers a variety of leadership training opportunities.

The Cadet Corps works to develop leadership in men and boys. Men are trained at the council level through an ambitious program called Developer of Counselor Education (DCE). Each DCE agrees to come to three weekends of training over a three-year period of time. While in training, he learns to do three things: 1) assess the learning needs of counselors in his council, 2) develop learning experiences (workshops, etc.) to meet those needs, and 3) present the workshops. Typically, councils meet every month during the Cadet season and have a team of DCEs. Each meeting offers a variety of workshops to choose from, enhancing the training and giving variety to it.

In addition, the Corps provides annual regional conferences in six areas throughout North America

and one international convention for counselors and their families. The international convention takes place in two of every three years, but not in the year of an international camporee.

Training is also built into the program for boys. At the Cadet club, boys are divided into small groups called cadres. Each boy is given a position of responsibility and authority within the cadre. The leaders are called cadre chiefs. Their job is to help the counselor keep the meeting under control and provide a good example to the rest of the group. As boys become older, they are encouraged to stay in the ministry as junior counselors and then counselors.

GEMS provides multiple leadership development opportunities for women and girls. Annual leadership training opportunities for women are offered at the local, regional, and international level. Each workshop and conference is intentionally designed to equip women with the resources, knowhow, and desire to lead others successfully. Within the last year, over 3,400 women have attended at least one leadership training event.

When strong leadership gifts are identified in a woman, she may be invited to serve the ministry in a larger way. These women are asked to serve on the Executive Board, as a Leadership Trainer, or as an Area Coordinator. All receive specialized training in leadership before they assume their roles and then annually throughout their tenure.

Leadership training is also available to older girls in the program. A middle school aged girl who has been successful in GEMS is eligible to take part in the Counselor-in-Training program. Through self assessment tests, one-on-one mentoring, and experiencing regular opportunities to lead, these young women begin to see their leadership skills grow exponentially.

Youth Unlimited (YU) recognizes a need to shift additional focus to developing leaders who can meet the pressing and practical needs of today's youth ministry. Through training, networking, and offering resources, YU equips youth leaders and the local church to share the love of Jesus Christ with their students in relevant ways.

YU is developing leaders through Compass 21, Convention, and Missions. Through C21, facilitated weekend retreats for local churches are offered with six to nine month follow-up and support for their youth ministry leaders. We also offer several workshops that can be tailored to the needs of youth leaders in their local areas.

Convention offers leadership training for students and youth leaders—from mainstage, with the biggest names in youth ministry, to breakout seminars geared for more focused discussions.

Missions offers leadership training through the Mission Leadership Summit held every year in January or February. This summit equips those who organize mission experiences for youth to make the experiences life transforming.

YU offers additional youth leader resources such as eQuip, Getting Dusty, Middle School Curriculum, Youth Ministry Imprints, theme based Youth Group Devotions, and our website (www.youthunlimited.org).

Faith Alive Christian Resources

After spending several weeks in various orientation activities, Mark Rice officially became director of Faith Alive on November 24. Prior to coming to Faith Alive, Mark spent many years in various marketing and communications positions at Zondervan Corporation; his most recent position was vice president of book marketing. Mark succeeds Gary Mulder who retired after serving in this position for the past 24 years.

Faith Alive will be publishing several new resources for church leaders during the next six months or so months. Watch for the following:

- Elder/Deacon Training DVD: A basic video based training resource for new elders and deacons.
- Elder Handbook: This book will summarize the duties, responsibilities, and challenges of elders.
- Deacon Handbook: We are replacing our two current deacons' books with this book which will summarize the duties, responsibilities of deacons as well as the challenges they face.
- Missional Structures for Today's Church: A book on options for local church structures.
- We've also revised the popular *Discover Your Gifts* course; the new version is shorter and includes an online questionnaire.
- Finally, many churches have signed up for the *Nurture* newsletter for parents in their church.

Check out all these resources at www.Faithaliveresources.com or call 800-333-8300.

Office of Social Justice and Hunger Action

In addition to the resources found at www.crcjustice.org, the Office of Social Justice and Hunger Action (OSJHA) utilizes its large network to equip and develop leadership.

In the U.S., the Micah Challenge works with students at Calvin, Dordt, Trinity, and other Christian

colleges to resource and disciple student leaders. From designing and executing campus events, to organizing communal prayer through our Millennium Development Goal prayer guide, the Micah Challenge is deeply committed to setting individuals on their own path toward justice. Micah Sunday is an annual mobilization of Micah Challenge communities around the world.

Our home office in Grand Rapids is staffed with young leaders on the cutting edge of technology and youth empowerment. Through Justice Seekers, our social networking site, we are able to engage in thoughtful, biblical discussion on current events and advocacy opportunities. Our members run the political gamut, which broadens our discourse and truly challenges independent thought and decision-making.

As part of congregational justice mobilizing, the OSJHA along with CRWRC has hosted monthly pastor roundtables. Past topics have included election-year guidelines and immigration. The discussions are a great way for pastors to grow from one another and stay current on denominational resources.

In addition, the OSJHA continues to partner with other social justice organizations such as Bread for the World, Sojourners, and Friends of Sabeel in order to educate and mobilize our constituents. Being part of such a vast network provides a rich global perspective and helps us develop and enable leaders all over the world.

Pastor-Church Relations

Pastor-Church Relations is strategically involved in the denominational objective of developing leaders. Through intervention in difficult situations, through the pastor mentoring program, by meeting with EPMC students, and by advocating for congregational staff, leaders in various situations are being served

One competency that is tested in church leaders is that of navigating conflict as people with diverse values and desires come together in congregations. When conflict spins out of control, many become discouraged and often leave their leadership roles when the conflict is resolved. Pastor-Church Relations supports leaders by advocating for healthy conflict patterns thereby encouraging leaders to remain in ministry for the long haul.

Additionally, all newly ordained pastors are mandated by synod to have a mentor in their first five years of ministry. Pastor-Church Relations helps form these partnerships by introducing the program

to candidates for ministry, by brokering mentoring relationships through regional pastors, and by providing a manual that helps guide the conversations between mentor and mentee.

Recently, Pastor-Church Relations has played an important role in developing resources and events to support the spouses of clergy. There have been gratifying responses to these efforts and the morale of clergy spouses has been positively affected.

Also, through its Staff Ministry Committee, Pastor-Church Relations assists congregational staff and the churches they serve develop healthy, long lasting staff ministry that strengthens ministries to all, especially children and youth, thereby contributing to the long term development of young and growing leaders.

Race Relations

The Office of Race Relations, in conjunction with church leadership teams, church planters, Calvin College, and Calvin Theological Seminary, develops facilitator/trainers through the ministry of the Dance of Racial Reconciliation (DORR) workshops as well as the Facilitator Development Workshop. So far, we have identified several dozen men and women, from all walks of life and all ethnic groups in both North and Latin America, who have become leaders and have established a value for biblical diversity, have gained understanding through the analysis of systemic racism, and have embraced the ministry of racial reconciliation.

The Race Relations Scholarship Program encourages students who have a desire to engage in the ministry of racial reconciliation in their churches, schools, and communities. For the 2008-2009 academic year, we have sixteen students who are engaged is some kind of reconciliation work.

The Office of Race Relations invites and encourages people of color to serve on the Multiethnic Conference Committee to plan and organize this conference. These committee members come from various positions within the denomination. As members of this committee, they gain valuable experience and leadership qualities that they then are able to take into other areas of ministry.

We continue to rejoice in the progress of our work as we see the movement of God and his great power. To God be the glory forever and ever.

Sustaining Congregational Excellence

Within any given church there are a number of leadership positions—all of which are important to the health of the congregation. The CRCNA Board of Trustees has said that healthy churches encourage servant leadership. According to Wikipedia, this type of leadership "encourages leaders to serve others while staying focused on achieving results in line with the organization's values and integrity." Sustaining Congregational Excellence (SCE) offers three ways in which servant leadership can be enriched, developed, and encouraged.

- Through Health & Renewal grants, congregations creatively think about projects which can foster health within their unique family of believers. While projects cover a wide range of ideas, leadership is a recurring focus. Coit CRC in Michigan is currently developing youth as future leaders in their church and community. The youth group leaders of Missions Hills Community Church in British Columbia recently attended a conference and returned refreshed and encouraged. The worship team leaders of Ocean View CRC in New Jersey participated in a project which built up, renewed, inspired, developed, and encouraged them.
- Through seven annual SCE learning events, pastors, church leaders, and their spouses explore topics related to congregations. Stories and best practices are shared. Presentations, group work, and fellowship aim toward informing, encouraging, and supporting our leaders.
- Coaching will be added to SCE programming in 2009. Grants will be available for churches who would like an SCE coach to work with them. Leadership coaching will give assistance to church leadership as they guide their congregation in a new ministry initiative and/or help the congregation process change.

(Note: The SCE program is available to congregations with 150 adult professing members or less.)

Sustaining Pastoral Excellence

A recent Sustaining Pastoral Excellence (SPE) survey indicated that fifty-one percent of CRC pastors see themselves as servant leaders; four tenths of a percent said they are authoritarian leaders. The entire survey report can be found at http://www.crcna.org/pages/spe_surveys.cfm.

SPE believes in encouraging, supporting, and developing leaders. This occurs most frequently through peer learning (PL) groups in which four to eight pastors covenant to gather over a period of one year. The pastors are asked to identify personal and group goals—many of which are directly related to leadership issues.

Seven pastors involved in The Central Plains
Peer Learning Group are currently focusing on
developing leadership abilities. They saw a need for
leadership training as they faced what so many of
today's pastors face—churches transitioning
through change. Two Canadian groups, one in
British Columbia and the other in Ontario, have
been looking at leading large CRC congregations,
which is significantly different than leading smaller
churches. In New Jersey, a group of six pastors are
exploring the development of effective leaders for
mission-focused churches.

What is the result of PL groups focusing on leadership? One pastor said: "The experience I had by being part of this group has utterly transformed how I will lead my congregation through all the challenges we will face. I now feel free to lead as Christ Jesus would want me to lead."

CRWRC

A large part of Christian Reformed World Relief's (CRWRC's) Kingdom-building ministry involves developing leaders who can transform lives and communities worldwide.

- In the U. S. and Canada: While CRWRC
 Disaster Response Services responded to
 Hurricane Katrina in Gaston Point, MS, local
 church members were encouraged to lead
 the home repair and reconstruction process
 themselves. This group ended up
 supervising the reconstruction of more than
 75 homes. Later, members of the same
 church, through CRWRC support, started a
 community development organization to
 respond to long-term needs.
- Internationally: CRWRC works to equip the staff of 105 churches and community organizations with the leadership skills and resources they require to reach over 800,000 people in need. Justin Mbingwa, one of these partner staff members, is a food security coordinator in Malawi and is training 800 farmers in new agricultural techniques.
- At the denominational level: In August, seven young people embarked on CRWRC community development internships in Niger,

Honduras, the Philippines, Malawi, and Mozambique. An additional 23 people (of varying ages) are serving with CRWRC's North America Ministry Team through the Americorps program. Each is being mentored by CRWRC or partner staff and working alongside community organizations. They are learning community development skills and are growing spiritually.

 Through collaboration with other CRCNA agencies: Along with Home Missions and Communities First Association, CRWRC trains church leaders to mobilize local community assets and work together to achieve their vision for development. World Missions, Calvin Theological Seminary's Timothy Institute, and CRWRC work together to train church leaders throughout the world on pastoral care, stewardship, preaching, creation care, work and worship, and family violence.

Partners Worldwide

Author John Maxwell wrote, "The first step to leadership is servanthood." This contrasts the common perception that a leader is one with a "take charge" attitude, not one with a humble heart. Partners Worldwide (PWW) works to develop humble leaders by fostering respectful mentoring relationships between businesspeople.

PWW was founded on using the skills and resources of businesspeople to help create sustainable jobs in areas of need around the world. This movement matches North American businesspeople with business leaders in developing countries. Since many North American business men and women come into the relationship with a perceived position of power, it is vital for them to approach the relationship with a servant's heart.

In all of our partnerships, PWW emphasizes the importance of mentoring—a foundational aspect of leadership development. For a healthy mentoring relationship, each person must seek a respectful understanding of the other person. For example, North American business leaders must first seek to understand the culture, challenges, and goals of the international entrepreneur before they attempt to move forward with presenting solutions. PWW is seeing a growing number of international entrepreneurs in Africa, Asia, and Latin America use their leadership abilities to foster new mentoring relationships within their communities.

Calvin College

Through teaching and mentoring programs, Calvin seeks to build strong leaders that will further God's kingdom in classrooms. A small sampling of both volunteer and professional leadership endeavors reaching far beyond our campus are:

- The Van Lunen Center for Executive Management of Christian Schools invites school administrators for one-year fellowships in leadership development.
- The Kuyers Instititute for Christian Teaching and Learning reaches teachers around the world, offering a range of resources, events, and projects that stimulate and sustain quality conversations about the relationship between faith, teaching, and learning.
- The Calvin Institute of Christian Worship has a vast array of resources for church leaders on the web at www.calvin.edu/worship. The institute offers grants for creative church and school programs, mentoring and training workshops, and mini-conferences around the U.S. and Canada. The Symposium on Worship held each January brings church staff from around the world together for stimulating workshops and worship, modeling strong faith formation and worship leadership.
- The Youth Ministry Program offers a broad foundation of courses and mentoring that help students develop the vision, perspective, and context to develop welleducated and spiritually mature youth ministers. Courses on youth faith formation, models of ministry to youth, and internships offer practical experiences that are key to good leadership of youth.
- Calvin's Service Learning Center connects students and staff with service to others.
 Faculty members are encouraged to include pedagogy of student service in their in-class materials so that much of student service is academically based. The Service Learning Center partners with churches and community organizations through volunteerism that educates the next generation.

For information on numerous leadership endeavors at Calvin, visit www.calvin.edu.

Calvin Theological Seminary

Leadership courses at CTS stress four important elements in effective leadership: *vision, trust, contextualization, and transformation*. These four elements of leadership correspond to and flow out of the four building blocks of the seminary's new M.Div. curriculum—*message, person, audience, and goal.*

Beginning in the fall of 2009, the seminary will weave all of its M.Div. courses into this four-part model of ministry engagement. The *message* includes a thorough grounding in Scripture and interpreting Scripture from a Reformed perspective. The *person* represents the Spirit's ongoing work of formation of the student through the seminary to mold godly, authentic, and mature leaders. The audience represents a capacity for discerning what is contextually fitting in ministry. Courses in missions, world religions, church history, and crosscultural internships equip students to function effectively in an increasingly cross-cultural world. Finally, the goal of all ministry is to build communities that are transformed by the lifechanging work of Jesus Christ, for the sake of the world, and for the glory of God. The seminary's goal is to develop and form leaders for that very purpose.

Urban Aboriginal Ministries

At the Edmonton Native Healing Centre, as well as at the Aboriginal Ministry Centres in Winnipeg and Regina, mentoring is the main method of developing leaders. Traditionally, much learning happens within the family unit—our community members have become family in our places of ministry. Here, leaders emerge through the journey of helping individuals discover their gifts, skills, and strengths and through opportunities for developing those skills and gifts.

Aboriginal Ministry Centres use encouragement to build leadership skills within employees and community volunteers. We try to show a holistic view of being created in the image of the Creator. When we find balance in the physical, mental, emotional, and spiritual sides of ourselves, we become healthy image bearers of the Creator. Many of our people live with low self-esteem. Our journey is to show them that the Creator loves each individual and had blessed him or her with unique gifts. Once a person reaches a level of comfort about who they are, and they have learned that they

have gifts to share, a spirit of hope begins to propel them forward.

Traditionally, communal affirmation marked a person's transition into a leadership role. This practice of affirmation empowers all leaders to move forward no matter how hard the journey. Mentoring is an important part of this process and provides the fluidity to allow changes to occur within individuals and situations. As Christian leaders, we must extend a generous portion of grace so that our journeys together are mutually beneficial and bring praise and honor to the creator, redeemer, and sustainer of all creation.

Back to God Ministries International

Evangelism and discipleship are the heart of the mission of Back to God Ministries International (BTGMI). Through media, BTGMI reaches literally millions of people in nine language groups worldwide; a network of partners follows-up and disciples leaders.

A Spanish ministry team leads workshops in eight countries, equipping hundreds of pastors for effective pulpit communication since 2004.

Throughout French-speaking Africa, BTGMI works with 46 staff members and 125 volunteers who disciple new believers through Bible study correspondence lessons. Since 2004, Rev. Paul Mpindi has facilitated ten workshops that have provided training for thousands of pastors and church leaders.

Early in 2007, Indonesian leader Rev. Untung Ongkowidjaya, working in partnership with CRWM and CRWRC, began to develop a strategy to build communities of faith on remote islands. Rev. Untung has trained 87 coordinators to establish listener communities throughout Indonesia with the goal of reaching 120 communities by mid-2009. More than 11,500 people are part of these discipleship groups. BTGMI and CRWM are exploring ways in which to offer Timothy training in Indonesia to equip lay pastors for effective local ministry.

The BTGMI Arabic ministry, in partnership with Middle East Reformed Fellowship and Words of Hope, uses one-on-one mentoring and seminars (held in undisclosed locations) to train Muslims who have become Christians to evangelize and disciple other Muslims.

In Russia, BTGMI ministry staff led communication workshops for pastors and church leaders at local churches and at St. Petersburg Christian University.

Home Missions

One of eight core values at Christian Reformed Home Missions (HM) is *leadership*—"raising up missionary leaders from each generation is crucial for equipping God's people for God's work." HM carries out this core value through ministries and programs designed to identify, train, and support the next generation of leaders in the CRC.

In classis-based partnerships, HM supports fifteen Leadership Development Networks (LDNs) in the U.S. and Canada. Through these three-year, onthe-job training courses, trainees receive classroom instruction in biblical/theological knowledge, ministry skills, and spiritual formation. Trainees are also involved in local church ministry where they are mentored by an experienced leader to develop ministry skills and spiritual disciplines. Since 2000, the number of LDN participants has increased from 24 to nearly 160. LDNs are conducted in English, Spanish, and Korean. Many LDN graduates enter ministry as pastors, evangelists, church planters, or church staff in the CRC.

HM also focuses on developing and training youth leaders through its Emerging Leaders scholarship fund. Through this program, HM and partners seek to identify, inspire, and equip an emerging generation of young leaders through an intentional mentoring relationship between students and HM campus ministers. For this school year, thirteen North American students have been designated as Emerging Leaders and are being mentored by HM-supported campus pastors.

World Missions

Christian Reformed World Missions has been working to develop leaders worldwide for decades, but lately this has become a strategic area of focus.

- El Salvador (Ruth Padilla DeBorst): Having graduated from the two CRWM sponsored programs, several dozen pastors are leading their congregations in new outreach initiatives—from medical clinics to legal counsel, from recycling to child-care centers. These pastors are also using their training to teach new leaders.
- Kenya (Mwaya Wa Kitavi): The Reformed Church of East Africa has implemented Timothy Leadership Training in an effort to develop leadership. World Missions is exploring a partnership with Word Provision Church, Kenya (WPC)—an independent church with a vision to plant 50 churches

- among the Maasai (an unreached people group). Their vision is to help 500 people know Christ In the next five years. CRWM, in partnership with Bible League Kenya, will support the WPC's church planting efforts.
- Hungary (Frank Sawyer): A new program, elders training, started this fall with 54 young, middle aged, and elderly students. The students follow courses in areas such as Bible knowledge, Old & New Testament, church history, church creeds and doctrines, ethics, and more. Although this program is established at Sárospatak Seminary, seminary teachers and pastors also go to other places to convene workshops for elders and church leaders.
- Japan (John Gho): John Gho completed a
 Coffee Break Leader Workshop at Kochi for
 Shikoku Presbytery. Though the committee
 expected forty people, seventy people from
 all over Shikoku Presbytery attended. All of
 them were serious about learning how to
 bring people to Jesus Christ. After the
 training, good reports spread out to several
 other presbyteries. The possibility of giving
 this training to those presbyteries during this
 year is currently in discussion.