

## THE UNITED CHURCH OF CANADA

### MEETING OF THE SUB-EXECUTIVE OF THE GENERAL COUNCIL MINUTES

February 12, 2004  
(Teleconference Call)

The Sub-Executive of the General Council of The United Church of Canada met from 4:15 p.m. EST until 5:20 p.m. on Thursday, February 12, 2004, by teleconference call. The Moderator, The Right Reverend Peter Short, presided.

#### **ATTENDANCE**

##### **Voting Members**

Jim Jackson, Donald Koots, Marion Pardy, Barbara Rafuse, Peter Short, Jim Sinclair, George Takashima, Kent Ward.

##### **Corresponding Members**

Ian Fraser, Bruce Gregersen, Vicki Obedkoff.

**Regrets:** Jim Balfour, Lynn Boothroyd, Anne-Marie Carmoy, Stephen Mabee, Michelle Slater, Omega Bula, Carol Hancock.

The Moderator opened the meeting with words of thanks and prayer.

#### **CONSTITUTING THE MEETING**

The Moderator constituted the meeting with the following words:

"Au nom de Notre Seigneur, Jésus-Christ, seul chef souverain de l'Église, et par l'autorité qui m'a été conférée par le 38<sup>ième</sup> Conseil général, je déclare ouvert, par la présente, le sous-exécutif du Conseil général et ses travaux dans l'intérêt du Royaume de Dieu."

"In the Name of Jesus Christ, the head of the Church, and by the authority vested in me by the 38<sup>th</sup> General Council, I hereby declare this meeting of the Sub-Executive of the General Council to be in session for the work that may properly be brought before it to the glory of God."

#### **PROCEDURAL MOTIONS**

##### **Corresponding Members**

**Motion: Jim Sinclair/Barbara Rafuse**

**2004-02-12-089**

That Ian Fraser, Bruce Gregersen, Vicki Obedkoff, and Janet McDonald be made corresponding members for this meeting and that Joan MacGillivray be the recording secretary for this meeting of the Sub-Executive.

**Carried**

##### **Minutes of the Sub-Executive of the General Council**

**Motion: Jim Sinclair/Jim Jackson**

**2004-02-12-090**

That the minutes of the Sub-Executive of the General Council for December 15, 2003 be adopted as circulated.

**Carried**

#### **UNIVERSITY OF WINNIPEG FOUNDATION**

The General Secretary reviewed the proposal including background.

WHEREAS the University of Winnipeg has recently helped to establish a public charity called the University of Winnipeg Foundation, which will raise and administer funds for the benefit of the University of Winnipeg;

AND WHEREAS the University has agreed to transfer all its endowment funds to the Foundation, and the Foundation has agreed to honour all legal requirements of the endowments;

AND WHEREAS under The University of Winnipeg Act, any "disposition" of the University's endowment funds requires approval of the General Council of The United Church of Canada;

AND WHEREAS the transfer of the endowment funds might be considered a "disposition" under The University of Winnipeg Act;

AND WHEREAS the Foundation's Charter provides that if the Foundation is ever dissolved or wound up, its assets (including endowment funds) will be returned to the University of Winnipeg (if it is still a registered charity at such time);

**Motion: Jim Sinclair/George Takashima** **2004-02-12-091**

That the Sub-Executive of the General Council approve the transfer to the University of Winnipeg Foundation of all endowment funds now held by the University of Winnipeg.

**Carried**

#### **AUTHORIZATION FOR A SEARCH**

##### **Speaker - All Native Circle Conference**

The General Secretary gave an update followed by discussion and questions.

**Motion: Jim Sinclair/Don Koots** **2004-02-12-092**

That the Sub-Executive of the General Council authorize a search for the office of Speaker of the All Native Circle Conference.

**Carried**

#### **DESIGNATED LAY MINISTERS**

The General Secretary reviewed the recommendations from the Manual Committee that were referred by the Executive of the General Council.

WHEREAS Remit 5A concerning Designated Lay Ministers, authorized by the Thirty-Seventh General Council (2000), was enacted by the Thirty-Eighth General Council (2003);

AND WHEREAS the policies contained in Resolution 9.5 as amended concerning Designated Lay Ministry, and Resolution 9.6 concerning criteria for recognition as a Designated Lay Minister, as adopted by the Thirty-Seventh General Council (2000), need to be reflected in the By-Laws;

AND WHEREAS consultation regarding changes to the By-Laws has taken place with staff of the Faith Formation and Education Unit and the Ministry and Employment Policies and Services Unit;

**Motion: Jim Sinclair/George Takashima** **2004-02-12-093**

That the Sub-Executive of the General Council delete section 343 of the By-Laws concerning Lay Pastoral Ministers-in-Training and Lay Pastoral Ministers, and section 345 of the By-Laws concerning Staff Associates, and replace them with the following section:

**343** Designated Lay Ministers. The Presbytery shall have authority to appoint a person whom it decides to designate as a Designated Lay Minister, to a Pastoral Charge, Mission, Outreach Ministry, or other Presbytery Recognized Ministry.

- (a) Requirements. To be eligible for designation as a Designated Lay Minister, a person must:
- i. have been a member of the United Church and active in a Congregation of the United Church, for at least thirty-six (36) months preceding the designation. The question of what constitutes requisite activity in a Congregation for a given person is to be considered and determined by the Session or Church Board or Church Council;

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- ii. have received the approval of the Session or Church Board or Church Council of the Congregation of which they are a member, to engage in a period of intentional discernment;
  - iii. have engaged in a period of intentional discernment as required by the appropriate General Council unit in accordance with policies approved by the General Council Executive. The period of discernment will be for the purpose of exploring and determining suitability for ministry by considering the person's genuine call to ministry, personal character, motives, faith, and general fitness for ministry in the United Church. The Presbytery will participate in that process of discernment;
  - iv. after having completed the period of intentional discernment, be recommended by the Session or Church Board or Church Council for designation as a Designated Lay Minister;
  - v. submit to the Presbytery documents and letters of reference regarding a genuine call to ministry, personal character, motives, education, faith, and general fitness for ministry, and any other relevant information;
  - vi. be in essential agreement with the statement of doctrine of the United Church and be willing to abide by the polity of the United Church;
  - vii. commit themselves to participating in an appropriate competency based educational program, including educational supervision during the program. The required educational program for the person, and the time period within which it is to be completed, shall be set by the appropriate General Council unit in accordance with policies approved by the General Council Executive. Alternatively, the person may furnish evidence acceptable to the appropriate General Council unit of having completed an equivalent educational program; and
  - viii. provide to the Presbytery, at the person's expense, a current police records check.
- (b) Interviews. The applicant for designation may be interviewed by the Conference Interview Board which shall report to the Presbytery. The Presbytery Education and Students Committee shall interview the applicant and make a recommendation regarding designation to the Presbytery.
- (c) Appointment. The Presbytery shall have authority to appoint a person whom it has approved for designation as a Designated Lay Minister. The appointment shall be to a Pastoral Charge with a declared Vacancy, a Mission, an Outreach Ministry, or another Presbytery Recognized Ministry, where the skills, gifts, and education of the person are suited to the needs and gifts of the Pastoral Charge, Mission, Outreach Ministry, or other Presbytery Recognized Ministry. The appointment shall be on the recommendation of the Presbytery Pastoral Relations Committee, after confirmation that the person is "ready for appointment" has been received from the Presbytery Education and Students Committee, and after consultation with the appropriate Conference staff person. Appointments shall be to a specific ministry for a specified term not longer than one (1) year; appointments may be renewed.
- (d) Designation. When:
- i. the requirements in subsection (a) have been met to the satisfaction of the Presbytery;
  - ii. the person has been approved by the Presbytery for designation as a Designated Lay Minister; and
  - iii. the appointment in subsection (c) has been made, but before the appointment begins;
- the Presbytery shall designate the person as a Designated Lay Minister.
- (e) Sacraments. A licence to administer the Sacraments on a specific Pastoral Charge for the duration of the appointment may be granted by the Conference to a Designated Lay Minister for whom the Presbytery has decided to make application after having received a request from the Session or Church Board or Church Council.

- (f) Continuance. Continuance as a Designated Lay Minister shall depend upon:
- i. satisfactory participation in the required educational program;
  - ii. a satisfactory interview by the Presbytery Education and Students Committee following successful completion of the required educational program; and
  - iii. continuance of the Presbytery Appointment.
- (g) A person:
- i. whom the Session or Church Board or Church Council has decided not to approve for a period of intentional discernment; or
  - ii. whom the Session or Church Board or Church Council has decided not to recommend for designation as a designated Lay Minister; or
  - iii. whom the Presbytery has decided not to approve for designation as a Designated Lay Minister; or
  - iv. whose Presbytery Appointment as a Designated Lay Minister has been terminated by the Presbytery;
- shall not be considered as an applicant for designation as a Designated Lay Minister until a period of at least twelve (12) months has passed from the date of such Decision.
- (h) A Designated Lay Minister is a member of the Presbytery that made the appointment. Their status as a Designated Lay Minister does not extend beyond the jurisdiction of the Presbytery that made the appointment. Except in the case of long-term disability, their membership in the Presbytery as a Designated Lay Minister does not continue after the term of the appointment.

**Amendment: Don Koots/Marion Pardy**

Remove "statement of" from **343** (a) vi. so that it reads "be in essential agreement with the ~~statement of~~ doctrine of the United Church and be willing to abide by the polity of the United Church".

**Carried**

**Motion as amended - Carried**

**Motion: Jim Sinclair/George Takashima**

**2004-02-12-094**

That the Sub-Executive of the General Council delete section 733 of the By-Laws concerning the program of preparation for Lay Pastoral Ministers and replace it with the following section:

**733** Program. The educational program for a person designated as a Designated Lay Minister shall be set by the appropriate General Council unit in accordance with policies approved by the General Council Executive.

**Carried**

AND WHEREAS Resolution 15 concerning Lay Pastoral Ministers and Pastoral Charge Supervisors was adopted by the Thirty-Eighth General Council (2003);

AND WHEREAS that resolution treated Lay Pastoral Ministers differently from Lay Pastoral Ministers-in-Training, and therefore needs to be revisited;

**Motion: Jim Sinclair/George Takashima**

**2004-02-12-095**

That the Sub-Executive of the General Council further amend section 128, subsection 341(b) and paragraph 389(b) xi. of the By-Laws, as follows:

**128** A Pastoral Charge that is without a regularly settled or appointed member of the Order of Ministry or an appointed ~~Lay Pastoral Minister~~ Designated Lay Minister who has successfully completed the required educational program, and that is being served by:

- (a) an Ordained/Diaconal Supply;

(b) a ~~Lay Pastoral Minister in Training~~ Designated Lay Minister who has not yet successfully completed the required educational program;

(c) a Student Supply;

(d) an Intern Supply; or

(e) a Candidate Supply;

shall have a member of the Presbytery appointed by that Presbytery as the Pastoral Charge Supervisor. The Presbytery shall also have the authority to appoint a Pastoral Charge Supervisor to supervise a Pastoral Charge in any other situation where the Presbytery deems it appropriate.

**341(b)** Appointment. The Presbytery shall appoint one (1) of its own members as the Pastoral Charge Supervisor to supervise any Pastoral Charge that is without a regularly settled or appointed member of the Order of Ministry or an appointed ~~Lay Pastoral Minister~~ Designated Lay Minister who has successfully completed the required educational program, and that is being served by:

i. an Ordained or Diaconal Supply;

ii. a ~~Lay Pastoral Minister in Training~~ Designated Lay Minister who has not yet successfully completed the required educational program;

iii. a Student Supply;

iv. an Intern Supply; or

v. a Candidate Supply.

The Presbytery shall also have the authority to appoint a Pastoral Charge Supervisor to supervise a Pastoral Charge in any other situation where the Presbytery deems it appropriate.

**389(b)xi.** The Committee shall recommend to the Presbytery the appointment of a Pastoral Charge Supervisor for each Pastoral Charge that is without a regularly settled or appointed member of the Order of Ministry or an appointed ~~Lay Pastoral Minister~~ Designated Lay Minister who has successfully completed the required educational program, and that is being served by an Ordained or Diaconal Supply, a ~~Lay Pastoral Minister in Training~~ Designated Lay Minister who has not yet successfully completed the required educational program, a Student Supply, an Intern Supply, or a Candidate Supply, or in any other situation where the Presbytery deems the appointment of a Pastoral Charge Supervisor appropriate.

### Carried

AND WHEREAS Resolution 17 concerning the calling of meetings by Lay Pastoral Ministers was adopted by the Thirty-Eighth General Council (2003);

AND WHEREAS that resolution treated Lay Pastoral Ministers differently from Lay Pastoral Ministers-in-Training, and therefore needs to be revisited;

### Motion: Jim Sinclair/George Takashima

2004-02-12-096

That the Sub-Executive of the General Council further amend sections 111, 142, and 182 of the By-Laws, as follows:

**111** Calling. All meetings of the Pastoral Charge or Congregation shall be called by a member of the Order of Ministry settled in or appointed to the Pastoral Charge, a ~~Lay Pastoral Minister~~ Designated Lay Minister appointed to the Pastoral Charge (but only where the Designated Lay Minister is the only Ministry Personnel appointed to the Pastoral Charge and a Pastoral Charge Supervisor has not been appointed by the Presbytery), the Pastoral Charge Supervisor, or the Chairperson of the annual meeting, ...

**142** Calling. The Session is convened by a member of the Order of Ministry settled in or appointed to the Pastoral Charge, a ~~Lay Pastoral Minister~~ Designated Lay Minister appointed to the Pastoral Charge (but only where the Designated Lay Minister is the only Ministry Personnel

appointed to the Pastoral Charge and a Pastoral Charge Supervisor has not been appointed by the Presbytery), the Pastoral Charge Supervisor, or the Chairperson, ...

**182** Calling. Special meetings shall be called by the Chairperson, a member of the Order of Ministry settled in or appointed to the Pastoral Charge, or a ~~Lay Pastoral Minister~~ Designated Lay Minister appointed to the Pastoral Charge (but only where the Designated Lay Minister is the only Ministry Personnel appointed to the Pastoral Charge and a Pastoral Charge Supervisor has not been appointed by the Presbytery), or, ~~where there is no settled or appointed member of the Order of Ministry or appointed Lay Pastoral Minister,~~ the Pastoral Charge Supervisor, ...

**Carried**

AND WHEREAS Resolution 14 concerning Order of Ministry and Quorum was adopted by the Thirty-Eighth General Council (2003);

AND WHEREAS that resolution treated Lay Pastoral Ministers differently from Lay Pastoral Ministers-in-Training, and therefore needs to be revisited;

**Motion: Jim Sinclair/George Takashima**

**2004-02-12-097**

That the Sub-Executive of the General Council further amend sections 123, 144, 182.1, 201, and 218 of the By-Laws, as follows:

**123** ... a Quorum for the Court(s) of the Pastoral Charge or Congregation shall require the attendance of:

- (a) a member of the Order of Ministry settled in or appointed to the Pastoral Charge;
- (b) the Pastoral Charge Supervisor;
- (c) a ~~Lay Pastoral Minister~~ Designated Lay Minister appointed to the Pastoral Charge (but only where the Designated Lay Minister is the only Ministry Personnel appointed to the Pastoral Charge and a Pastoral Charge Supervisor has not been appointed by the Presbytery); or
- (d) an appointee of the Presbytery.

**144** A Quorum for the Session shall require the attendance of:

- (a) a member of the Order of Ministry settled in or appointed to the Pastoral Charge; ~~or~~
- (b) the Pastoral Charge Supervisor;
- (c) a ~~Lay Pastoral Minister~~ Designated Lay Minister appointed to the Pastoral Charge (but only where the Designated Lay Minister is the only Ministry Personnel appointed to the Pastoral Charge and a Pastoral Charge Supervisor has not been appointed by the Presbytery); or
- (d) an appointee of the Presbytery.

**182.1** A Quorum for the Official Board shall require the attendance of:

- (a) a member of the Order of Ministry settled in or appointed to the Pastoral Charge;
- (b) the Pastoral Charge Supervisor;
- (c) a ~~Lay Pastoral Minister~~ Designated Lay Minister appointed to the Pastoral Charge (but only where the Designated Lay Minister is the only Ministry Personnel appointed to the Pastoral Charge and a Pastoral Charge Supervisor has not been appointed by the Presbytery); or
- (d) an appointee of the Presbytery.

**201** A Quorum for the Church Board shall require ~~that~~ the attendance of:

- (a) a member of the Order of Ministry settled in or appointed to the Pastoral Charge;
- (b) the Pastoral Charge Supervisor;
- (c) a ~~Lay Pastoral Minister~~ Designated Lay Minister appointed to the Pastoral Charge (but only where the Designated Lay Minister is the only Ministry Personnel appointed to the Pastoral Charge and a Pastoral Charge Supervisor has not been appointed by the Presbytery); or
- (d) an appointee of the Presbytery.

**218** A Quorum for the Church Council shall require ~~that~~ the attendance of:

- (a) a member of the Order of Ministry settled in or appointed to the Pastoral Charge;

- (b) the Pastoral Charge Supervisor;
- (c) a ~~Lay Pastoral Minister~~ Designated Lay Minister appointed to the Pastoral Charge (but only where the Designated Lay Minister is the only Ministry Personnel appointed to the Pastoral Charge and a Pastoral Charge Supervisor has not been appointed by the Presbytery); or
- (d) an appointee of the Presbytery.

**Carried**

AND WHEREAS Resolution 46 concerning exercise of ministry by retired Ministry Personnel was adopted by the Thirty-Eighth General Council (2003);

AND WHEREAS by virtue of Remit 5C concerning Presbytery membership of Lay Pastoral Ministers, Lay Pastoral Ministers-in-Training, and Staff Associates, who are no longer under appointment, who are retired, or who are under a disability, save in the case of long-term disability, Designated Lay Ministers who are no longer under appointment or who are retired will no longer be members of a Presbytery (except in the case of long-term disability) and consequently will no longer be under the oversight and discipline of the Presbytery;

AND WHEREAS persons who are already retired and who at the time of their retirement were serving as Lay Pastoral Ministers or Staff Associates will continue to be members of the Presbytery by which the person was appointed and under the oversight and discipline of the Presbytery;

**Motion: Jim Sinclair/George Takashima****2004-02-12-098**

That the Sub-Executive of the General Council further amend new subsection 365.1(e) ("old" subsection 365(e)) of the By-Laws, as follows:

**365.1(e)** Retired members of the Order of Ministry and ~~Lay Pastoral Ministers and Staff Associates~~ persons who at the time of their retirement were serving as formerly Lay Pastoral Ministers or formerly Staff Associates in a Pastoral Charge, Mission or Outreach Ministry Within the Bounds of the Presbytery remain under the oversight and discipline of the Presbytery in their exercise of any functions of Ministry Personnel.

**Carried**

AND WHEREAS Resolution 47 concerning eligibility for licence to administer the sacraments was adopted as amended by the Thirty-Eighth General Council (2003);

AND WHEREAS a resolution to take the action requested in Petition 100 concerning licensing of Lay Pastoral Ministers to administer the sacraments was adopted by the Thirty-Eighth General Council (2003);

AND WHEREAS the General Council Executive took action at its November 2003 meeting to amend the By-laws to reflect those policy changes (pages DR-57 and DR-58);

AND WHEREAS those amendments treated Lay Pastoral Ministers differently from Lay Pastoral Ministers-in-Training, and therefore need to be revisited;

**Motion: Jim Sinclair/George Takashima****2004-02-12-099**

That the Sub-Executive of the General Council further amend subsections 427(b) and (d) of the By-Laws, as follows:

**427(b)** to consider an application from a Presbytery to grant a licence to a ~~Lay Pastoral Minister, Lay Pastoral Minister-in-Training~~ Designated Lay Minister, Intern Supply, Student Intern, Student Supply, or Candidate Supply in a Presbytery appointment to administer the sacraments on a specific Pastoral Charge for the duration of their appointment;

**427(d)** in the case of a ~~Lay Pastoral Minister~~ Designated Lay Minister who has successfully completed the required educational program, such licence may, at the discretion of the

Conference, be granted to allow the ~~Lay Pastoral Minister~~ Designated Lay Minister to administer the Sacraments within the ~~bounds jurisdiction~~ of the Presbytery to which the ~~Lay Pastoral Minister~~ Designated Lay Minister is accountable.

**Carried**

#### **APPOINTMENTS TO GENERAL COUNCIL COMMITTEES**

Janet McDonald gave an overview and introduction to the names put forward from the Nominations Committee. There was discussion on the process including that Conferences are notified of appointments within their Conferences.

This Nominations Committee of the General Council continues to proceed towards what will be its operational pattern. In the meantime, to meet current needs, appointments are being authorized in a manner that acknowledges the adopted criteria and principles.

#### **Motion: Marion Pardy/Jim Jackson**

**2004-02-12-100**

That the Sub-Executive of the General Council appoint the following for a three year term, until General Council 2006, Thunder Bay

Permanent Committee on Governance, Planning and Budgeting Processes

Roslyn Campbell (OM / ANW)

Permanent Committee on Programs for Mission and Ministry

Claire Borel Christen (L / M&O / French)

Judicial Committee

Frank Van Veen – CHAIR (OM / Lon)

Manual Committee

John Young – CHAIR (OM / BQ)

Task Group on the Exercise of Discipline of Ministry Personnel

John Burton (OM / Tor)

Roslyn Campbell (OM / ANW)

Richard Chambers (L / Ham)

Anne Duncan (DM / MNWO)

Don Gillies (OM / Tor)

Beth Rutherford (OM / MNWO)

Glen Stuart (L / Tor)

Justice, Global and Ecumenical Relations Unit Committee

Marion Davis (OM / N&L)

Peter Flegel (L / M&O / <30yrs)

Dave McColl (L / BQ)

United Church of Canada Foundation – Board of Directors

Doug Flanders (L / Tor)

Theology and Faith Committee

Janet Gear (L / BC)

**Carried**

#### **ST. ANDREW'S - ST. STEPHEN'S AMALGAMATED COLLEGE UPDATE**

Jim Jackson updated the Sub-Executive on the visit to the Board of Trustees meeting of St. Stephen's – St. Andrew's College in January 2004 and noted the major issues. (Appendix A) The General Secretary noted the financial support that has been given through the Faith Formation and Education Unit and the Sub-Executive. He further noted that work is still needed even though there has been a big change and e

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everyone is committed and focused on the issues including improved communications. St. Andrew's has extended appreciation to the staff from the General Council Office for their work, especially to Betsy Anderson.

Don Koots declared an interest.

**Motion: Jim Jackson/Jim Sinclair**

**2004-02-12-101**

1. That the Sub-Executive of the General Council, through the members previously appointed, continue to "keep a watching brief" of the situation at St. Andrew's - St. Stephen's.
2. That it provide this interim report, as "observations," to the Co-Presidents and the Board for their information and consideration.
3. That the Sub-Executive of the General Council and its members intentionally keep the members of this vital college community in their thoughts and prayers, as friends-in-Christ sharing the journey of all who seek a successful resolution of the challenges being addressed by the various parties involved.

**Carried**

**ADJOURNMENT**

The Moderator thanked everyone for their contribution to this meeting and adjourned the meeting at 5:20 p.m.

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Moderator, Peter Short

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General Secretary, Jim Sinclair

**Report to General Council Sub-Executive**

**Appendix A**

From: Jim Jackson, member of General Council Executive / Sub-executive  
Jim Sinclair, General Secretary, General Council

Date: 9 February 2004

Re Visit to the Board of Trustees meeting of St. Stephen's – St. Andrew's College  
Monday 12 January to Wednesday 14 January, 2004  
Saskatoon campus.

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**Interim Recommendations to The Sub-Executive of General Council**

1. That the Sub-Executive, through the members previously appointed, continue to “keep a watching brief” of the situation at St. Andrew's - St. Stephen's.
2. That it provide this interim report, as “observations,” to the Co-Presidents and the Board for their information and consideration.
3. That the Sub-Executive and its members intentionally keep the members of this vital college community in their thoughts and prayers, as friends-in-Christ sharing the journey of all who seek a successful resolution of the challenges being addressed by the various parties involved.

**Background**

In December 2004 the General Council received a request from Saskatchewan Conference “to intervene” in the situation which arose following decisions of the Board of Trustees of the amalgamated colleges taken in October 2003. Members had differing views on how best to go forward. There were serious concerns about a financial crisis, about the loss of Board members including the Interim President and the Board Chair, about misinformation and mistrust, fears about staff layoffs and a loss of capacity, particularly on the part of the St. Andrew's campus, to be the kind of quality theological center it wanted to be.

The General Council Sub-Executive appointed three of its members to meet with the Executive of the Board, to listen and to ensure the functioning of the board including how the General Council could be most supportive. The members were Barbara Rafuse, Jim Jackson and Jim Sinclair.

Conversations were held with Saskatchewan Conference officials, President Laura Thompson and Executive Secretary, Bob Campbell as well as Alberta Northwest Conference Executive Secretary, Lynn Maki. The three Sub-Executive members were also present for a St. Stephen's-St. Andrew's Executive meeting by Conference Call, and later met with Stephen Chambers and Betsy Anderson of the Faith Formation and Education Unit of the General Council Office.

Out of those early meetings, the Sub-Executive determined that an immediate loan of \$120,000 to the college to resolve a breach of trust concern would be helpful.

Subsequently, an invitation was extended for members of the Sub-Executive team to attend the January Executive and Board meetings. Jim Jackson and Jim Sinclair did so.

**Observations**

**The leadership vacancy** was a huge concern as the new year loomed.

Response: At the end of December, Randy Boyd, secretary of the Board agreed to take on the role of Chair. At the January meeting, Dr. Earle Sharam, Dean of the St. Stephen's campus, and

Dr. Don Laing, a retired alumnus, closely related to St. Andrew's and a member/Chair of its Board for many years, took on the roles of Interim Co-Presidents until 30 June 2004 when the new President, Dr. Tom Faulkner, takes office.

### **Financial Concerns:**

- A major source of difficulty was the fact that when the Board in October 2003 determined a major need to have a balanced budget in 2005 (July 2004). It indicated that the savings of \$275,000 needed to make this possible would come from the personnel salaries and benefit lines within the budget. This caused a major reaction from staff, students and alumni. By email and at a meeting in Saskatoon in November, the criticism of the Board, both in terms of its content but also in terms of its expression, and lack of recognition of the fiscal exigencies faced by St. Andrew's, led to the resignation of key leaders. All of this resulted in instability within the theological school community itself and within the broader constituency.

Response: At a public forum held in conjunction with the Board meeting, the head of the Finance Committee, Lloyd Baker, stated what he labelled a "tactical error" on his part in the Board's earlier cost-cutting decision. He noted that while the budget needed to be balanced, the Board should not have prescribed how the shortfall was to be made, without consultation with or recommendation from staff. The Board has now determined that it will move towards a balanced budget in 2004-05. It will attempt to fund a transition period and develop strategies both to achieve savings and to raise additional revenue. These decisions were delegated to the Finance Committee to be in place by 31 March 2004.

- Having sought legal advice about the potential use of endowment revenue, the Board discovered that it had an even larger liability than it had earlier thought. Acting on the advice of its auditors, Coopers-Lybrand, in 1987, the St. Andrew's Board had been using endowment revenue that its recent legal advice says is in breach of trust in the amount of over \$600,000.

Response: Since the January 12 – 14, 2004 Board Meeting, financing of \$1.2 million dollars is being put in place to resolve the larger breach of trust issue, to repay the United Church loan, and to finance the 2004 operating debt of \$275,000. The Education for Church Leadership Committee of the General Council is extending the present grants to each campus for two more years. They were scheduled to end in December 2005.

The College is now seeking permission of the three prairie Conferences (and has just notified the General Council Office) for a three-year financial campaign. It wishes to launch the effort in September 2004 and to raise \$75,000 in Year 1, \$100,000 in Year 2 and \$125,000 in the third year, 2007. Action re this request has yet to be taken.

### **Communications / Trust Concerns:**

It was clear that for various reasons the situation had been exacerbated because of misinformation, rumours and fear.

Response: Since the Board meeting in January there have been next-day (or even same day) communiqués from the Board Chair to the constituency. The Co-Presidents are actively working at sharing information and meeting with appropriate parties regularly.

### **Other Concerns:**

#### **Amalgamation Processes**

The current difficulties come during a yet-to-be completed amalgamation process, between two college staff groups, two academic processes, two cultures, etc. There is a continuing need for intentional effort related to this matter and an excellent Amalgamation Evaluation report, recommendations from which the Board has committed to implementing. However, the reactions of the St. Andrew's community to the need to end on-going deficit budgeting has created significant divisions between faculty colleagues and others on the two campuses.

### **Governance and Board Development**

The 29 person board is a costly undertaking in itself. Its size was identified as problematic by the Amalgamation Evaluation report and the January 2004 Board meeting established a Task group to bring a proposal for reduced size of governance, including the Board, to the May Board meeting.

There was (see above) confusion when the Board took it upon itself to operate at an operational level (directing how the budget was to be balanced) rather than keeping to decision-making that is strategic, policy oriented. There is a need for board development in terms of clarification of role, orientation of new members, etc.

### **Private Information Circulated**

In the Fall, after the October Board meeting, unedited notes made by the secretary of that meeting were taken from a St. Andrew's College computer system hard-drive and circulated widely. This was a source of much confusion and contributed to the breakdown of trust. Steps have been taken to secure such information in the future but requests made to ascertain who removed and distributed the information have been ignored. The serious breach of ethics which it represents has not yet been addressed to determine if disciplinary measures need to be taken.

### **Relationships Between the Faculty and The Board**

When the Board has a strategic plan, and the faculty of one of the campuses is hesitant or refuses to accept that direction, it is seriously problematic. There is a major need for continuing work between these two bodies so that two essential elements of the future success of the amalgamated institution are working in concert.

### **Potential Effects of Instability on Enrolment**

These have not been easy days for the St. Andrew's Campus. It has been a threatening time for the amalgamated institution, including concern over damage to its accreditation from the Association of Theological Schools. Unfortunately, the difficulties are unfolding just as potential students are making their decision about where to go for their theological studies next year. It will be an essential and critical priority for all parties to achieve a stable environment quickly so that a potential drop in enrolment does not threaten the very success which we are confident, can be achieved.