

1           **JOINT TASK FORCE ON CONTINUING COLLABORATION AND FUNDING**  
2           **FINAL REPORT TO THE STRATEGIC PLANNING COMMITTEE**

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7    If you have any questions about the attached report, please email me at  
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11    Ligon Duncan  
12    Chairman-Joint Task Force  
13    3/31/05

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19    **TASK FORCE MEMBERS:**

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25        RE Sam Duncan

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36    [NOTE: This cover page is included on the PCA Strategic Planning web page, but will be  
37    removed from the final report for inclusion into the *GA Commissioner Handbook*.]

1 **X. Joint Task Force on Continuing Collaboration and Funding**

2 There is a great need for the PCA to have a structure in place to deal on an on-going basis  
3 with issues of cooperation, collaboration, conflict, efficiency, effectiveness, funding,  
4 encouragement, relationship building and long-range planning in relation to the work of  
5 the General Assembly and its Committees and Agencies. Therefore, it is desirable that a  
6 special Committee be established to fulfill this need.

7 **Establishment of a Cooperative Ministries Committee**

- 8 1. Establish the Cooperative Ministries Committee (CMC). The CMC would:
- 9 • Consist of Coordinators and their respective chairmen, plus up to six Advisory  
10 members – the current and immediate past five Moderators of the General  
11 Assembly.
  - 12 • The immediate past General Assembly Moderator would moderate the CMC  
13 meetings.
  - 14 • During the first year of the CMC’s existence, the current members of the SPC  
15 Collaboration Task Force may attend and speak at CMC meetings.
  - 16 • The Stated Clerk will be the Secretary of the CMC for the purpose of maintaining  
17 the CMC’s records, receiving matters for the agenda from all CMC members,  
18 working with the moderator of the CMC to propose the agenda at each meeting of  
19 the CMC, and to prepare the informational report to the General Assembly.
  - 20 • Meet in January each year, and for special called meetings as necessary.
  - 21 • Deal with issues of cooperation, collaboration, conflict, efficiency, effectiveness,  
22 funding, encouragement, and relationship building.
  - 23 • Meet together to foster cooperative ministry among Committees and Agencies in  
24 accordance with the PCA purpose statement adopted by the 10<sup>th</sup> Assembly in 1982:  
25 It is the purpose of the PCA to bring glory to God as a worshipping and  
26 serving community until the nations in which we live are filled with  
27 churches that make Jesus Christ and His Word their chief joy, and the  
28 nations of the world, hearing the Word are disciplined in obedience to the  
29 Great Commission.
  - 30 • Facilitate integrated long-range planning that supports progress toward the overall  
31 mission and ministry of the PCA. Such planning should be with respect to matters  
32 that fall within the ordinary scope of the respective responsibilities of the PCA’s  
33 Committees and Agencies, particularly with a view toward the mission of the PCA  
34 as a whole. Any matters requiring General Assembly action shall be referred to the  
35 appropriate Committee or Agency for its consideration and recommendation.
  - 36 • Openly and forthrightly discuss all matters brought before it.
  - 37 • Keep minutes of the meetings and distribute them to all Coordinators and  
38 chairmen.
  - 39 • Establish appropriate subcommittees to deal with specific issues as they are  
40 identified.

- 1       • The funding of the CMC will be as follows:  
2       1) All travel and other expenses for each Coordinator and chairman will be borne  
3       by the respective Committee or Agency.  
4       2) All travel and other expenses of the Advisory members will be shared equally  
5       by the Committees and Agencies.  
6       3) Any securing of necessary funding for any other expenses (for special projects,  
7       etc.) will be addressed by the CMC as such funding needs arise.  
8       • Send recommendations to Coordinators and their respective Committees/Boards.  
9       Encourage them to deal with the issues presented to them, and if necessary, for  
10      them to meet together to resolve issues.  
11      • Monitor and evaluate the standards of effectiveness and efficiency of permanent  
12      Committees and Agencies, in light of the unique ministry of each Committee and  
13      Agency, with particular attention to inter-Committee-and-Agency performance with  
14      regard to communication, collaboration and cooperation.  
15      • Refer (as a last resort and by majority vote) any unresolved issues to the  
16      Administrative Committee (AC). In the event that the CMC does not resolve an  
17      issue, and is reluctant to refer it to the AC, by a vote of a majority of the Advisory  
18      members, they may themselves refer the matter to the AC. Members of the CMC  
19      may request Advisory members to refer a matter to the AC in the event he is not  
20      satisfied with how the CMC has handled the matter.  
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22      2. Utilize the AC if necessary. As a last resort, any unresolved issues at the CMC  
23      level could be referred to the AC as provided for above.

24      If issues must be taken to the AC, it is imperative that the involved Committee and/or  
25      Agencies be given the appropriate voice, consideration, representation, and time  
26      needed to assure them that the matter is being properly, fairly and objectively handled.

27      The following would enhance the likelihood of the issue being dealt with in an  
28      appropriate manner, and are recommended:

- 29      • The AC cannot initiate issues to be addressed by AC relative to the type of issues  
30      these procedures accommodate. Rather, they are only to be the objective and  
31      unbiased facilitator of any issues referred to it as provided for above.  
32      • Allow Coordinators, the Committee and Agency current chairmen (or designee)  
33      and, for continuity purposes, past chairmen (or designee) to attend portions of any  
34      AC meeting or AC subcommittee meetings dealing with issues involving their  
35      Committee or Agency that have been referred to the AC.  
36      • Allow the six CMC Advisory members to attend the AC meeting or AC  
37      subcommittee meetings when issues referred to the AC from the CMC are being  
38      addressed.  
39      • Full and adequate notice/openness/disclosure must be provided to Committees and  
40      Agencies so they are not surprised.  
41      • Given the service role of the AC, AC personnel will seek to foster trust and  
42      collaboration with all Committees and Agencies.  
43      • Adequate time must be given by AC to deliberate on issues referred to it.

- 1 • Encourage involvement in AC meetings and appropriate subcommittee meetings by  
2 Coordinators and respective chairmen (or designee).
  - 3 • Adequate AC staffing or outsourcing to handle its additional responsibilities will  
4 be pursued, so that its work, particularly regarding issues referred to it, can be done  
5 thoroughly and comprehensively.
  - 6 • Issues referred to the AC will ordinarily be addressed only at its spring meeting.
  - 7 • Any Committee or Agency may refer matters to the attention of General Assembly.  
8 Because of timing and preparation considerations, advance notice and proper  
9 notification and communication between involved Committees and Agencies is  
10 extremely critical to the process.
  - 11 • If there is any kind of perceived problem with the Administrative Committee or  
12 staff members' handling of issues, it is to be brought before the CMC to be  
13 addressed.
- 14 3. Improve communications among Committees and Agencies. In order to improve  
15 communication between Committees and Agencies, the following is recommended:
- 16 • That copies of all Committee and Agency meeting agendas and minutes be sent, in  
17 a timely manner, to all Coordinators and their respective chairmen.
  - 18 • That Coordinators and their chairmen (or their designees) be given the opportunity  
19 to attend (at the expense of their respective Committee or Agency) any meeting of  
20 any Committee or Agency.

## 21 **Biblical Foundations for Cooperative Ministry**

22 Coordinators play a unique role in leadership of the Presbyterian Church in America. It is  
23 important that servant leadership be demonstrated at that level. To do that, there are certain  
24 biblical principles that under gird that kind of leadership: unity, cooperation, collaboration,  
25 relationship building, conflict resolution, etc. By following such principles, there is an  
26 expectation that cooperative ministry is more likely to occur, both outside and within the  
27 formal structure of the CMC.

### 28 A. Unity

29 For cooperative ministry, unity among the Coordinators is of utmost importance. The  
30 Scriptures, such as found in Ephesians 4, call and teach Christians to walk in the unity of the  
31 faith.

### 32 B. Cooperation and Collaboration

33 While the Bible clearly teaches the diversity of gifts within the body of Christ, it also  
34 underscores that the body should function as one, having a unity of purpose along with the  
35 diversity of gifts. (See 1 Corinthians 12 and Ephesians 4). Our PCA *BCO* 14-1.3 states in its  
36 organizing principles, "The work of the church as set forth in the Great Commission is one  
37 work, being implemented at the General Assembly level through equally essential committees  
38 [and agencies]." The CMC provides a way for the various Committees and Agencies to  
39 demonstrate that oneness and interdependency. The CMC becomes a way to follow the

1 Apostle Paul’s teaching in 1 Corinthians 12 regarding the body and the importance of asking  
2 and answering what is best for the whole.

### 3 C. Relationship Building

4 While we are committed to building unity, cooperation and collaboration, we also  
5 acknowledge the necessity of building relationships among leadership. One of the  
6 characteristics of the Lord’s example of servant leadership is showing love, such as is  
7 commanded in John 15:12. The CMC concept recognizes the need for unity, cooperation and  
8 collaboration; all require good relationships necessary for effective ministry.

### 9 D. Conflict Resolution

10 As situations or problems arise, it is incumbent on all parties to attempt to reconcile or come to  
11 agreement with one another, and to speak the truth in love.

12 In following biblical principles, including Matthew 18, it may be necessary for several initial,  
13 informal steps to be followed to attempt reconciliation or agreement, in the hope of resolving  
14 issues at an early stage, rather than having to deal with the issues on a more formal basis as set  
15 forth above in this recommendation.

16 These initial, informal steps may include any or all of the following:

- 17 • The individuals should seek to resolve the issues with each other.
- 18 • The individuals may include others to help resolve the issues.
- 19 • The Coordinators, through the Coordinators group, may become involved, or Committee  
20 or Agency Board members of the involved Committees and Agencies may become  
21 involved, or both, whichever is deemed appropriate.

22 The most desirable outcome would be to resolve the issues accordingly, rather than their being  
23 dealt with by the formal structures and procedures set forth in the specific recommendations  
24 above.

### 25 **For Recommendation to the 2006 General Assembly**

- 26 1. Concerning continuing collaboration and funding of GA ministries, the SPC recommends:
  - 27 a.. That 17-1 of the Rules of Assembly Operation be suspended such that no amendment  
28 shall be in order for the consideration of items 1.b and 1.c.
  - 29 b. That the following amendments (1-4) to the *Rules of Assembly Operation* be adopted:
    - 30 1) Amend “RAO” 4-4 by adding “Cooperative Ministries Committee” to the list of  
31 “Special Committees.”
    - 32 2) Amend Article IV of the “RAO” by adding:  
33 4-19. Copies of all permanent Committee and Agency meeting agendas and  
34 minutes shall be sent, in a timely manner, to all chairmen and chief  
35 administrative officers of the General Assembly permanent Committees  
36 and Agencies.
    - 37 3) Amend Article IV of the “RAO” by adding:  
38 4-20. All chairmen and chief administrative officers of the General Assembly  
39 permanent Committees and Agencies (or their designees) shall be given the

- 1 opportunity to attend (at the expense of their respective permanent Committee  
2 or Agency) any meeting of any permanent Committee or Agency.  
3 4) Amend the “RAO” by adding a new section to be numbered Article VII, and  
4 renumbering subsequent articles:

5 **Article VII, the Cooperative Ministries Committee**

6 7-1. Membership

- 7 a. The members of the Cooperative Ministries Committee shall be the  
8 chairmen and chief administrative officers of the General Assembly  
9 permanent Committees and Agencies.  
10 b. The current moderator and immediate past five moderators of the  
11 General Assembly shall be Advisory members, having six-year terms.

12 7-2. Terms of office

- 13 a. The chairmen of the General Assembly permanent Committees and  
14 Agencies shall serve as elected by their respective Committees or  
15 Boards.  
16 b. The chief administrative officers of the General Assembly permanent  
17 Committees shall serve as elected by the General Assembly and the  
18 chief administrative officers of Agencies shall serve as elected by their  
19 respective boards.  
20 c. The moderator shall begin service during the year he is elected by the  
21 assembly as moderator.  
22 d. Past moderators shall serve during six years following their election by  
23 the assembly as moderator.

24 7-3. Responsibilities

- 25 a. The Committee shall consider only such matters as enumerated below  
26 or such matters as referred to it by the Committees and Agencies of the  
27 General Assembly.  
28 b. Meet together to foster cooperative ministry among Committees and  
29 Agencies in accordance with the PCA purpose statement adopted by  
30 the 10<sup>th</sup> Assembly in 1982, upon recommendation of the Committee on  
31 Mission to the United States:

32 It is the purpose of the PCA to bring glory to God as a  
33 worshipping and serving community until the nations in which  
34 we live are filled with churches that make Jesus Christ and His  
35 Word their chief joy, and the nations of the world, hearing the  
36 Word are disciplined in obedience to the Great Commission.

- 37 c. Facilitate integrated long-range planning that supports progress toward  
38 the overall mission and ministry of the PCA. Such planning should be  
39 with respect to matters that fall within the ordinary scope of the  
40 respective responsibilities of the PCA’s Committees and Agencies,  
41 particularly with a view toward the mission of the PCA as a whole.  
42 Any matters requiring General Assembly action shall be referred to the  
43 appropriate Committee or Agency for its consideration and  
44 recommendation.  
45 d. Keep minutes of the meetings and distribute them to all Coordinators  
46 and chairmen.

- e. Establish appropriate subcommittees to deal with specific issues as they are identified.
- f. Send recommendations to Coordinators and their respective Committees or Boards. Encourage them to deal with the issues presented to them, and if necessary, for them to meet together to resolve issues.
- g. Monitor and evaluate the standards of effectiveness and efficiency of permanent Committees and Agencies in light of the unique ministry of each Committee or Agency, with particular attention to inter-Committee-and-Agency communication, collaboration, and cooperation.
- h. Serve as a forum for resolving issues of inter-agency cooperation, collaboration or conflict.

7-4. Meetings

- a. Frequency – the Committee shall have an annual meeting in January, and other called meetings as necessary. The moderator of the Cooperative Ministries Committee shall call a special meeting of the Committee when requested by the chief administrative officers or chairman of two Committees or Agencies. There will be thirty days advance notice of called meetings. The moderator of the Cooperative Ministries Committee shall call an emergency meeting of the Committee when requested by the chief administrative officers or chairman of three Committees or Agencies. There will be seven days advance notice of emergency meetings.
- b. Moderator – the immediate past Moderator of the General Assembly or his designee shall moderate the meetings of the Cooperative Ministries Committee.
- c. Docket – The Stated Clerk will be the Secretary of the Committee for the purposes of maintaining the Committee’s records, receiving matters for the agenda from all Committee members, working with the Moderator of the Committee to propose the agenda at each meeting of the Committee, and to prepare the annual informational report to the General Assembly.

7-5. Appeal for Unresolved Matters

- a. The Administrative Committee – In the event any matter considered by the Cooperative Ministries Committee has not been satisfactorily resolved within the Committee, the matter may be referred to the Administrative Committee.
  - 1. Any member of the Cooperative Ministries Committee may request the Advisory members to refer a matter arising from the Committee to the Administrative Committee
  - 2. A request shall be referred to the Administrative Committee only if a majority of the Advisory members of the Cooperative Ministries Committee agree to make the reference to the Administrative Committee by:
    - a) Giving notice of an intent to make the reference to the chairman within 3 business days after adjournment and;

- 1                                   b) Submitting the reference signed and in writing to the Office of  
2                                   the Stated Clerk at least thirty-five business days prior to the  
3                                   spring meeting of the Administrative Committee.
- 4                                   3. The Committee by its own action may bring a matter arising from  
5                                   the Committee to the Administrative Committee.
- 6                                   4. Matters referred from the Committee or the majority of Advisory  
7                                   members shall be considered by the Administrative Committee  
8                                   only at its stated spring meeting.
- 9                                   5. The six Advisory members of the Cooperative Ministries  
10                                  Committee may attend the Administrative Committee meeting or  
11                                  Administrative Committee subcommittee meetings when issues  
12                                  referred to Administrative Committee from the Cooperative  
13                                  Ministries Committee are being addressed.
- 14                                  6. The chairmen, chief administrative officers, and immediate past  
15                                  chairmen of the General Assembly permanent Committees and  
16                                  Agencies or their designees may attend the Administrative  
17                                  Committee meeting or Administrative Committee subcommittee  
18                                  meetings when issues referred to Administrative Committee from  
19                                  the Cooperative Ministries Committee are being addressed.
- 20                                  7. The Administrative Committee may not act upon matters that are  
21                                  solely within the specified areas of responsibility of the  
22                                  Cooperative Ministries Committee until such matters are properly  
23                                  referred to the Administrative Committee in order for the  
24                                  Administrative Committee to facilitate discussion and resolution of  
25                                  such matters.
- 26                                  7-6. Reporting Process – The Cooperative Ministries Committee shall submit  
27                                  an annual report to the General Assembly, but any recommendations to the  
28                                  Assembly must come as set forth in 7-5.
- 29                                  7-7. Funding – The funding of the Committee will be as follows:
- 30                                   a. All travel and other expenses for each Chief Administrative Officer and  
31                                   chairman shall be borne by the respective Committee or Agency.
- 32                                   b. All travel and other expenses of the Advisory members will be shared  
33                                   equally by the Committees and Agencies.
- 34                                  c. That the following matters (1-3) under consideration by the Strategic Planning  
35                                  Committee be referred to the Administrative Committee:
- 36                                   1) The general matter of funding be referred to the Administrative Committee with  
37                                   the recommendation that the AC refer this matter to the Cooperative Ministries  
38                                   Committee (CMC), if enacted, for further study, evaluation, and recommendations.  
39                                   This review should include consideration of the materials proposed, but not  
40                                   adopted, by the Joint Task Force of the SPC in their “RAO” proposal and Policy  
41                                   Manual draft. Specific responses should be made through the AC to the 2007  
42                                   General Assembly.
- 43                                   2) The matters of format to be used for budget preparation and the process for arrival  
44                                   of recommended budgets at General Assembly be referred to the Administrative  
45                                   Committee for implementation.
- 46                                   3) The matters of the amounts presented in applicable Committee and Agency  
47                                   budgets for Partnership Share requests and the principles and methodology for

1 determining how undesignated gifts from churches are to be distributed be  
2 referred to the Administrative Committee with the recommendation that the AC  
3 address how such amounts should be derived, and that, if a hardship is placed on  
4 a particular Committee or Agency, a transitional plan be established to bring it  
5 into conformity over a four year period.

## 6 **Rationale**

7 There are many reasons why the SPC and the Coordinators have come to agree that there is a  
8 great need for the PCA to have a structure in place to deal on an on-going basis with issues of  
9 cooperation, collaboration, conflict, efficiency, effectiveness, funding, encouragement,  
10 relationship building, and long-range planning in relation to the work of the General Assembly  
11 and its Committees and Agencies.

12 The present Committee and Agency structure and practice are the product of our origins. Due  
13 to a complex of factors involved in its formation, the PCA was begun without any structure or  
14 process that required the coordination of efforts and funding of its Committees and Agencies,  
15 and without a mechanism whereby effectively and efficiently to promote the well-being of the  
16 whole work of the General Assembly and its Committees and Agencies, as opposed to merely  
17 the parts. The denominational ministries were structured as quasi-independent ministries under  
18 the umbrella of the General Assembly (GA).

19 To elaborate, when the PCA was organized, it did not establish a structure designed to  
20 promote inter-Committee/Agency cooperation, but rather (in the light of the experience of the  
21 PCUS liberal denominational offices' deleterious effects on the Church) one to prevent a  
22 bureaucracy from exerting an unhealthy influence. Hence, the Committees were initially based  
23 in separate locations.

24 Though the work of the Church was defined in the *BCO* as "one work," expressed in its  
25 Committees and Agencies, the structure did not provide a mechanism for doing that in a holistic  
26 way. Committees and Agencies were responsible to raise their own funds from the beginning.  
27 The structure was such that Committees were not required nor organized to work together. For  
28 the first five years, the Coordinators of those Committees did not nor were they encouraged to  
29 meet together. It was not until Dr. G. Aiken Taylor was elected moderator of the General  
30 Assembly that Coordinators began to come together for "information and prayer" only.

31 In reality, the PCA General Assembly Committees and Agencies were not organizationally  
32 designed to be a team. Though the work of the Church was defined as "one work," the  
33 connection between the Committees and Agencies was arbitrary. The structure does not  
34 mandate, require, or organizationally require a working together. Tensions that have often  
35 developed for many reasons over the years have often done so because we are not in an  
36 organizational structure that encourages nor has procedures in place to encourage otherwise.

37 The General Assembly has studied (several times) the issue of ways to review and evaluate the  
38 organizational structure and interrelationships of permanent Committees and to identify areas of  
39 duplication, ambiguity, and competition in Committee assignments and responsibilities; such  
40 studies thus far have been largely ineffectual. Though efforts have been made (AC review of  
41 budgets, periodic financial reports directed to be made in uniform manner to the AC, Moderators'

1 Conferences, adding representatives from the other Committees and Agencies to the AC), these  
2 efforts have not produced well-coordinated ministries, because the Committees and Agencies  
3 were set up as quasi-independent ministries under the umbrella of the General Assembly. The  
4 result has been that there is no one person or Committee of GA looking at the big picture, the  
5 whole work of the Church through its denominational ministries, and the whole functioning of  
6 the General Assembly Committees and Agencies as a collective whole. The Cooperative  
7 Ministries Committee proposed in this report is designed to help address this lacuna.

8 We believe that this structural issue is also connected to funding issues. We believe that there  
9 is a need for a fundamental paradigm shift in our PCA culture regarding the matter of church  
10 giving to denominational ministries. Every local church has many financial responsibilities  
11 and all face multiple requests for funds. Some of these funding responsibilities are for the  
12 ministries of the particular church, some are for PCA ministries at the presbytery or General  
13 Assembly level, and others are for para-church ministries. Both individuals and churches are  
14 often solicited for support of cultural causes such as Scouting, art, music, and education. Our  
15 commitment to the Great Commission and our Christian world-and-life view teach us that all  
16 of these causes may be deserving objects of our good stewardship; and we wish to exercise  
17 discernment in giving funds in such a way that the cause of Christ is advanced and He is  
18 honored. There is good evidence that PCA members and churches are among the very  
19 generous and may generate an annual benevolent economy in the range of one billion dollars.

20 In our review of PCA giving as it is reported to the Stated Clerk's Office, it also appears that,  
21 while we are strong in overall benevolence, we are weak and inconsistent in our support of the  
22 GA ministries. We are weak in what we may call "cooperative ministry" within our own  
23 denomination. Basically, if we do not have the commitment to labor together in the  
24 fellowship of Gospel ministry, our theological and ecclesiastical commitments will not be  
25 adequate to sustain a healthy denomination.

26 It is our opinion that if the GA Committees and Agencies are to merit the broad support of our  
27 PCA people, they must be streamlined, transparent, and accountable: *streamlined* in the sense  
28 of being efficient and effective in their missions; *transparent* in the sense of having open, clear  
29 reporting of ministries and finances; and *accountable* in the sense that good oversight and  
30 evaluation of kingdom contribution continuously takes place.

31 The CMC proposed here is designed to help address these kinds of challenges. The CMC will  
32 help identify ways to better communicate the work and needs of Committees and Agencies; to  
33 improve cooperation between the various denominational ministries; to create greater  
34 understanding and transparency of budget formation; to improve awareness of church giving  
35 to denominational ministries, so that all churches give a fair percentage of their budget; and  
36 assist in global strategic planning pertaining to all our Committees and Agencies.

37 Cooperative ministry within the PCA is a major focus of the Strategic Planning Committee's  
38 study. The point here is not to denigrate cooperation with other evangelical Christians or to  
39 deny "networking" as a viable reality in accomplishing ministry; both are consistent with a  
40 biblical view of the Church universal and with the concept of cooperative ministries. The point  
41 is that "cooperative ministry" within the PCA should never be neglected, but rather

1 maximized because this is the portion of God’s Church and the context wherein we have made  
2 our vows and to which we have made commitment.

3 Few generations or centuries have experienced the freedom to proclaim and enjoy the Gospel  
4 as have we in the PCA. The question is what our response should be to these blessings. We  
5 are taught, “to whom much is given much is required.” If in “cooperative ministry” more can  
6 be done in our time to share our blessings and maximize our opportunities, then we should  
7 zealously cultivate a spirit of “cooperative ministry” and sacrificially return to our Lord and to  
8 His cause the blessings and resources with which He has provided us.