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│  MISSION COUNCIL        │
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│  13 - 15 MAY 2013       │
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Agenda and Timetable

The General Assembly has agreed that every agenda should be headed with the question, what are   the ecumenical implications of t   his agenda?

MONDAY 13 MAY 2013

			PAPER/S
11.00 – 12.00	Conveners meet		
12.00 – 12.45pm	Registration		
1.00 – 2.00pm	Lunch		
2.00pm	Room keys available		
2.00 – 4.00pm	**SESSION 1**		
	Worship Welcomes Communications Protocol Minutes Matters Arising		
	General Secretary Review Group - membership		
(no later than) 3.00pm	Faith & Order Committee		A – A1
4.00 – 4.30pm	Tea		
4.30 – 6.30pm	**SESSION 2**		
6.30 – 7.30 pm	Dinner		
7.30 -	**SESSION 3**		
	GA Resolution 38 Commission		C
9.00pm	Prayers		

WEDNESDAY 15 MAY 2013

Time		PAPER/S
8.15 – 9.15am	Breakfast	
9.15 – 11.00am	**SESSION 9**	
	Prayers	
	General Secretary Review Group	
	Mission Council Advisory Group	R
	Remaindered Business	
	Medium Term Strategy Group	
	Faith & Order Committee	
	HRAG	
	Farewells	
11.00 – 11.30am	Coffee	
11.30 – 12.45pm	**SESSION 10**	
	Communion Induction of Mr John Ellis as GA Moderator 2013 – 2016	

GROUP 3

* Who are we?
Identity?
 ◦ tension: local v. tri national v. international
 ◦ do we have one?
 ◦ do we need a brand? One brand does not fit all
 ◦ do 'punters' care? (about URC as denomination or just local community)
 ◦ celebrate differences/diversity
Our history/variety frustrates us/prevents fining 'the one way'

* Where are we at with ecumenism?
 ◦ can't plant new church unless it is ecumenical – time for review?

* We allow freedom in worship decision making

* Can we not re rplant rather than plant new? (i.e. plant within existing congregations)

* Let old idea/structure continue alongside new idea/structure

* We may be small, but we can be part of BIG!

GROUP 3

 ◦ Are we not journeying already?
 ◦ How do others see plan(Tj)3tigsC r0 Tc 1.254 0 T(a0 Td (we)Tj /C2_1 1 Tf 032 Tf 0 Tc 3.12 0 Td <0003>Tj /T

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- Keep personal meetings/relationship through inter-person contact/keep the church human whilst utilising/maximising technology
- Podcast the sermon, come together to discuss it (don't assume all have access to the internet or church building)
- Keep the buildings/space and utilise/maximise them more
- don't just see/view 'hall users', 'car park users' as £
- Learn from mistakes of others (keeping living with differences e.g. same sex issues and Church of Scotland
- How far do we do with 'tent ministry'?

1

No one size fits all is refreshing as we are so diverse. Must allow

We need to assert spiritual leadership, importance of

4. Strength in relationship, pooling of resources, high quality strength that this is a sending model!!

But missing bits about serving local community

5. Very narrow scenario. Might work in some places but not across URC

Holy Spirit

Discernment:

* when we come together – listening to one another – prayer – moving into grace
* at peace with oneself
* retrospective reading of Holy Spirit
* awareness of learning and growth
* in times when inspired and excitement
* there at the edges of your experience
* when we are ready to be courageous
* linking intuition to movement of Spirit
* individual and collective
* in disturbing
* excitement and caution – openness

Scenarios

1. ... a salutary warning! Decline rather than choice

2 and 3. Seem unrealistic at the moment – unity not uniformity

4. An 'order' within the Church Catholic

Not in any scenario – Kingdom of God

Too much about church

Where is

Bible – stories connect with real life

1996 – deep debates on contentious issue dividing the church: transformation through real life stories

<u>Scenarios are not options but prompts</u>

What do we learn about God from this?

'Steady as she goes': does it mean being inevitably stuck in a rut?

r avoiding change actually chooses the change of victimhood

r lacks a powerful vision: change happens reactively

r as with other scenarios it assumes that the UK population will stay as it is; that we will get through economic stresses and ignore that non restablished churches depend on population density

Church of England if every member makes a new member every year – it will be 2038 before numbers increase Rate of decline is that high.

How do we define church size? What about measuring the church's impact?

The church is a place where people seeking stability gather – so they are unlikely to change?

The Universal Church is more than the URC. When will the funds run out?

'All Congregationalists' – conciliar nature a very thin version of what it is now.

Where is the Spirit in this? Why are we afraid of dying?

What do we have to keep alive for, other than spread the gospel message of Jesus

The hospice movement speaks of a good death – scenario 1 is a picture of a bad death. Keeping the life support system going

Stewardship – what are positive and or threadbare models of this? Using resources more creatively.

The parable of the Talent: burying the little we have as opposed to the 'Widow's curse' of Elijah

BUT: what are the other churches doing throughout the week. The scenario doesn't say.

4 Synod Moderators and 3 Church House Staff – Old Guard while the church is getting on with it.

Scenario 2: where is the Spirit in this?

2023 – rather slow progress?

r lack of warmth for organic unity currently, but the Cumbria model (and in Cambridge in embryo) may offer an alternative

Ordination – a symbol of so

Positives – allow local flexibility and avoids splits: 'This is the church in this place'

strength from the grassroots needs an enabling atmosphere to   `†0Ð 0

Have confidence in who you are as a local church
Inclusivity of URC freedom, tolerance
Lively, imaginative local churches
We struggle to match our structures to those of other denominations (top rdown)
Allowing individuals to express faith commitment (bottom rup)
Local church decides who members are
Children and young people equal partners

Expressing faith in action and corporately as well as individually
Ability to innovate
Enable individuals to be responsible in local church
Ministry of whole people of God – ontological views of ordination
'Via media' – national and local
Church of people and ordained/commissioned leadership
Freedom of conscience and conciliar
URC – what we value about our identity
Holy Spirit is working through all/any
Discernment re call of minister
Decision making processes
Concerns about obliteration of historically important traditions
However, we may need to compromise

Need to go back to emphasis on discipleship
Can we learn from Uniting Churches in other parts of the world?

4. Features that attracted us
Release of people and buildings
Intimacy of the small group
Getting together to celebrate in a larger group
Accountability to something larger than the pastorate

2. attractive model
Could be combined with 4 in encouraging accountability
(Cumbria as a working model)

GROUP A

We discern the Holy Spirit in many and

* liturgical flexibility too... [is there a fundamental/paradigm shift?? if so key question may be 'Where does authority lie?' Moving to charismatic figures having own experience of transcience but we test against authority of scripture and Church Meeting]

* sharing of gifts a URC characteristic – M&M and resource sharing more than political! 'Coming together and hold together by goodwill

* sovereignty of God (can we find our way of saying 'God gave me this word'?). Does our worship reflect the joy that should flow from that awareness? (Like all denominations, our congregations come from all traditions – but we don't then impose an identity!)

Move to the scenarios

Commend the idea of a network or 'order' in a larger (?united or not) church

(Our ministry now seems to be a stumbling block – mutual recognition, different training, are issues...)

What is their place in local union scenario?

Maybe many would fall adrift

Pastorate churches exciting some

But concern for smaller cells: these are significant (danger! Letting our halls is not doing mission!)

Not a one size fits all!

If we like 5, this needs support mechanisms

Maybe sustainable as aspect of 4

Set up of messy church in supermarket!

Significance of today's society as networkers – not commitment

But are all these scenarios of a dying church?

Need for neighbourhood witness in deprived areas – which scenario supports gathering and support of people? Would 4 encourage formation of a cell there? And route in for Fresh Expressions to the wider church??

Work now to change mindset of those who relate differently (like the under 75s?!) (Sadly few of our young people operate in wid

GROUP B

What do we value about the URC?
Freedom to decide
Enshrines meetings which are empowered to discern the working of the Holy Spirit, even against a majority view
Informality and lack of 'respect' (difference)
The way we related to the word of God in the Bible
Our commitment to social justice
Comment: 'I have not heard anything unique. Is it the combination that are unique?'
Our willingness to die as a denomination
Eldership
Comment: the church has not fully adapted to the faith that 1 minister 1 church is over
Is that because we have not fully adopted Provisionality?
Church leadership not having decision making powers makes for interesting ecumenical meetings.
Senior officers' powers have reduced over the years (societal change?)
Equality needs a central focus to work

Scenarios
Not enough clear sense of who we are to make this work
Maintaining existing model is not the way forward
Talking and building can lead to self discovery

Scenario 2
Discussion on Uniting Church in Wales
Buildings are a block to mission
'Eucharist' is polarising

Scenario 3
Growing multi-cultural churches
LEPs are simply a way of holding back decline
Freedom from building worries can re-energise
The person in the pew does not mind
Institution offers a skeleton to define the body – so if this is inhibiting it needs to give wider boundaries (i.e. be less prescriptive)
Baptismal unity is the key

Scenario 4
Cell groups
Networking (with reservations)
If no control ethos it is nothing
e-church only? – private and centre led (in practice)
confirmation on on-line community and real

Points

Scenarios of Synods
B – best option, with variance!
Consider having fewer than 13 Synods!

GROUP F

Medium Term Strategy Group 'Better Synods'
From the discussion on 'The Church' we bring over:
Synod is a <u>support</u> structure so responds to what churches are going, rather than having fixed guidelines
Refer to 1972 – 2 reasons for Synods:
a) Control of Congregational Moderators
b) Provide a unit of support larger and better equipped than Districts
Synods were more even in size (population)
The paper doesn't recognise <u>why</u> we are now uneven – Northern Economic and Industrial decline
Stable – Wessex and Midlands; Decline – Southern and Thames North; why?
We should project into the future by taking past trends into account
Trust: could we go back to the Presbyterian system of Trust r body
'The power of the Synods was a strong factor in the desire of Congregationalists to stay out

The Paper
system we a

vulnerability. Pragmatic and realistic: understand what is happening and hallow the 'interim' and underpin insecurity.

GROUP F

Two tasks – not necessarily overlapping

What is the purpose of the Church?
See the Basis of Union, paragraph 11 – it doesn't narrow down the shape or activity of the Church (others have cited the need to build up the confidence in the faith in the flip charts)

What are the URC's distinctive characteristics?
Paragraphs 12ff
[Are we losing our institutional memory?]
We tend to operate in spirals and circles of action and memory – and we are doing re renvisioning constantly
We tend to think of our worst examples and run ourselves down
We are self critical and apologising for ourselves – we do not remember that we have been enriched by God (cf Jim's worship today)
Rowan Williams appreciates us more than we do ourselves – all are equal and given permission to act 'pregnant with possibilities'

What should we work on?
Look at existing – À   G´AÁapÞã   Du

Can we bring 'Church Meeting' more to the focus or has its centrality gone? Do people realise that it is fundamental?

'Occupy' – passionate people who knew their subject had daily 'church' meeting

Get people to talk about their faith – testimony

Purpose of the Church

r to participate in reign/kingdom of God

r we need to <u>find</u> where it is and then <u>celebrate in it</u>

Characteristics

r all in Basis of Union! But how many of us have read it!!!

r Church meeting

r Eldership

r call of all in church to <u>ministry</u>

m eed to unpack it in ways which light people up!!

m eed to stop beating ourselves up

r all of this is <u>stunting</u> our <u>confidence</u> and <u>passion</u> in the Gospel

r we need to <u>reclaim</u> the importance of Church Meeting Eldership Eldersh C2_0 1 Tf 0 Tc 4.699 0 Td <0008>Tj /

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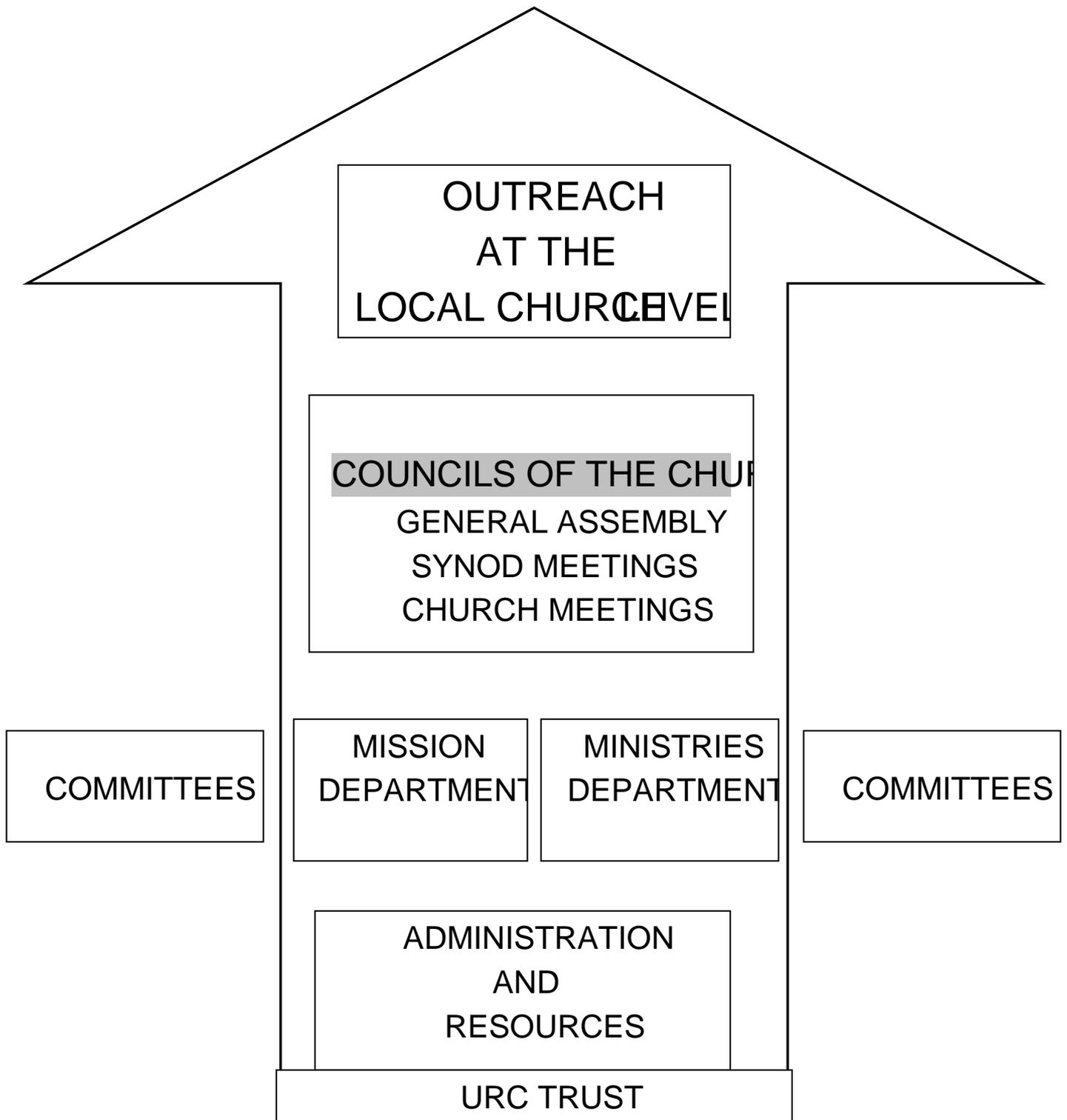DSSURSULDWH JURXSV WR H[SORUH IXUWKHU WKH DUHDV L

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Appendix

THE NATURE OF THE STRUCTURE OF THE URC

OUTREACH
AT THE
LOCAL CHURCH LEVEL

COUNCILS OF THE CHURCH
GENERAL ASSEMBLY
SYNOD MEETINGS
CHURCH MEETINGS

COMMITTEES

MISSION
DEPARTMENT

MINISTRIES
DEPARTMENT

COMMITTEES

ADMINISTRATION
AND
RESOURCES

URC TRUST

Assembly Commission (Resolution 38)

Report to Mission Council

1. At the outset we think it worthwhile to remind everyone of the remit given to us by the General Assembly in 2012. Resolution 38 runs as follows:

    In view of a variety of general issues which have been brought to a head by the resignation of the Moderator Elect, Assembly appoints an independent commission (the prospective members being the Revd Dr David Peel, the Revd Dr David Dadswell (sic)[1] and a female member) to consult with those involved to identify issues that arise from this unhappy experience.

    Assembly requests:

Ours is a culture in which everything is reviewed mercilessly and often before

what it referred to as "this unhappy experience", but, interpreted narrowly, its directive to The Commission might suggest that all the issues we would discover could be subsumed easily under the terms of reference of the Pastoral Reference and Welfare Committee and the Law and Polity Advisory Group. Following a meeting with the Conveners of the aforementioned Committee and Group, convened by the Clerk to General Assembly, The Commission is reporting on the assumption that the preamble to Resolution 38 was not intended to limit any issues raised by us to those specified in a) and b) of its next paragraph.[7] We therefore conclude our report with the following points:

a) As the reader will have already become aware The Commission believes that management issues are central to the vexed matter we were asked to investigate. Members of Mission Council need to consider very carefully whether or not the forthcoming changes in Church House management will be adequate. In particular, the United Reformed Church would be wise to seek re-assurance from an independent consultant that the management issues raised

There are lessons to be learned from the way the United Reformed Church conducts its Section 0 procedures.

[We hope that the Law and Polity Advisory Group will be able to address this matter under v, vi and ix of the areas we have invited them to address.]

d) Among the events we found ourselves investigating was a Disciplinary Hearing the outcome of which appears to have been at variance both with the tone of its findings and the verdict to which it came. The Disciplinary Hearing in question found an employee of the United Reformed Church not guilty of several accusations made against him. One accusation against the employee was found to be proven. But, long after the Disciplinary Hearing had been completed, certain accusations against the person disciplined were still being made by senior management when in fact that person had been found not guilty of those accusations. And, additionally, the person disciplined was neither enabled nor supported in ways which might have helped the person as well as the management come to terms with the actual decision of the Disciplinary Hearing. These are very serious matters which now lie at the heart of the difficulties the Pastoral Reference and Welfare Committee face in their efforts to facilitate reconciliatiAm.1(bothetw fou Paskey ingsvid)6(sme)6.

ii) Information concerning a Disciplinary Hearing held by the United Reformed Church in connection with the alleged misdemeanours of one of its employees.

f) It has been claimed that pressure was brought to bear on at least one, and possibly more, individuals not to be witnesses at the afore-mentioned Disciplinary Hearing. Sensing that this matter went beyond our remit we have not fully investigated the matter, save to be certain that it is not an idle claim. We feel sure that Mission Council will want this matter investigated and, given that The Commission already has a large amount of information on the matter (most of which must remain confidential), it seems sensible for us to offer to take on this task.

[The Commission members discussed this matter with the Conveners of the Pastoral Reference and Welfare Committee and Law and Polity Advisory Group at our recent meeting with the Clerk of Assembly. It was strongly felt by the non-members of The Commission that the remit of the present Commission should be extended to cover the need to investigate the accusation in question. A resolution to that effect accompanies this report.]

7. Our task has not been easy and our work may not yet be completed, but in commending this report to Mission Council we hope that it can be used to put an

RESOLUTION

Mission Council authorises the Commission appointed under Resolution 38 of General Assembly 2012 to investigate the truth of suggestions that pressure might have been brought to bear on persons not to be witnesses at the disciplinary hearing concerned; if it is then satisfied that there are grounds for such suggestions, to discuss them with the persons concerned, and the Chair of the Disciplinary Panel; to decide on any appropriate action; and to report the outcome to Mission Council.

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WKH 8QLWHG 5HIRUPHG &KXUFK PLJKW H[SUHVV LWVHOI
6WUDWHJ\ *URXS KDV HQFRXUDJHG WKLV GLVFXVVLRQ DV
ZRUN LW KDV EHHQ DVNHG WR GR 7KH *URXS KDV DOVR
WKLQNLQJ DERXW KRZ WKH V\QRG VWUXFWXUHV RI WKH
H[SUHVVLRQV 0HPEHUV RI 0LVVLRQ &RXQFLO DUH DVNHG
SUHSDUDWLRQ IRU WKH &RXQFLO PHHWLQJ :KHWKHU WK
RI WKLV SDSHU DW WKLV 0LVVLRQ &RXQFLO PHHWLQJ GH
OHDVW WKH UHVSRQVH WR WKH)DLWK DQG 2UGHU SDSH
EURXJKW EDFN DW D ODWHU GDWH

,Q FRQVLGHULQJ WKLV ZRUN RQ V\QRGV WKH 0HGLXP
WR FRQVXOW WKH H[LVWLQJ V\QRGV +RZHYHU WKH *U
UHSUHVHQWDWLYHV IURP DOO WKH V\QRGV PHHW DQG
GLIIHUHQW V\QRG H[SHULHQFHV VKRXOG ILUVW KHOS V
WKH\ FDQ EH RIIHUHG WR LQGLYLGXDO V\QRGV IRU FRPPH

%DFNJURXQG

,Q IXOILOOLQJ LWV UHPLW WR UHYLHZ WKH RXWSXW RI
7HUP 6WUDWHJ\ *URXS ZDV VWUXFN E\ KRZ PDQ\ RI WKH
ZRUN RI WKH 85& V\QRGV DQG WKHUHIRUH DOVR WR WKHL
TXHVWLRQV EHLQJ UDLVHG ZHUH VXPPDULVHG LQ SDUDJ
3DSHU % DQG DPSOLILHG LQ WKH GLVFXVVLRQ RQ WKH
UHKHDUVHG KHUH
  x :KDW UROH GR WKHLWUDQFVLR\GQVRSGORDZ\OLQ
  x :KDW LV WKH ULJKW EDODQFH EHWZHHQ WKH YDULRX
  x 6KRXOG WKH UROH RI 0RGHUDWRU EH OLPLWHG WR R
  x :KR VKRXOG H[HUFLVH GLVFLSOLQDU\ UROHV"

- x 6KRXOG WHFKQLFDO VXSSRUW VHUYLFHV EH SURYLGH
- x 6KRXOG WKH 6\QRG 7UXVWV GHDOLQJ PDLQO\ ZLWK I
- x :KR VKRXOG SD\H UXQQLQJ FRVWV RI D V\QRG?

7KH &XUUHQW 5HDOLW\

6RPH NH\ DVSHFWV RI ZKHUH WKH V\QRGV ILQG WKHPVH
  L 7KH\ DUH YHU\ GLIIHUHQW VL]HV WKH ODUJHVW KD
     WKH VPDOOHV WKH VPDOOHU V\QRGV KDYH IHZH
     WKDQ WKH ODUJHVW DG LQ WKH   V
  LL 7KHUH DUH GLVWLQFW LVVXHV LQ WKH WZR QDWLRQ
  LLL 6LQFH WKH HQGLQFW RI WKH V\QRGV KDYH HYROYH
     VRPH V\QRGV WKHUH DUH VWUXFWXUHG JURXSLQJV
     3DVWRUDO &RPPLWWHHV DQG GHSOR\PHQW UHVSR
     KDV PDLQO\ EHHQ FHQWUDOLVHG
  LY ,Q PRVW FKXUFKHV WKH 6\QRG 0RGHUDWRU DQG R
     UHDGLO\ XVHG HVSHFLDOO\ DV DQ HPHUJHQF\ VHU
  Y 0DQ\ RI WKH PRVW LQQRYDWLYH PLQLVWUHSRWWG L
     FRPPXQLW\ ZRUNHUV DQG 6SHFLDO &DWHJRU\ 0LQL
     E\ V\QRGV
  YL)LQDQFLDO UHVRXUFHRI DOO WKH V\QRGV YHQ QRZ QHHG
     VHOOLQJ UHGXQGDQW EXLOGLQJV WR FRYHU WKHL
     RQH SDUW RI WKH FRXQWU\ FDQ SURGXFH VHYHU
     SURSHUW\ ZRXOG SURGXFH LQ DQRWKHU DUHD 7
     VFKHPH LV YHU\ GHSHQGHQW RQ WKH JLYLQJ RI MX
  YLL 3HUVRQQHO UHVRXUFHV DUH VWUHWFKHG ILQGLQJ
  YLL &RVWV RI UXQQLQJ WKH QHWZRUN RI V\QRGV D
     DQXP 7KHUH LV D VPDOO EXW JURZLQJ QXPEHU RI
     DGMRLQLQJ V\QRGV

9LVLRQ IRU WKH)XWXUH

   7KH 0HGLXP 7HUP 6WUDWHJ\ *URXS VXJJHVWV WKH
FRQVLGHU ZKDW VRUW RI V\QRGV *RG QRZ UHTXLUHV RI
PLVVLRQ RI WKH &KXUFK

   7KH IRUPDO UHVSRQVLELOLWLHV RI V\QRGV DUH VH
$SSHQGL[$V D OLVW RI LWHPV ZKLFK WKH ORFDO FKXU
QR FODPRXU IRU WKLV OLVW WR EH UHZULWWHQ +RZHYH
IXQFWLRQV DUH EHVW RORFDWHG WRR WKQRGZ OHYHO UHY
FHUWDLQ WDVNV EHLQJ PRYHG WR $VVHPEO\ OHYHO +HQ
*HQHUDO $VVHPEO\ LV DOVR JLYHQ LQ $SSHQGL[IRU UH

   1RQHWKHOHVV LW LV HYLGHQW WKDW GLIIHUHQW VV
ZD\V :H IRXQG WKH FODVVLILFDWLRQ RUWXWHG DWRWKH
KHOSIXO LQ VHWWLQJ RXW WKH GLPHQVLRQV ZKLFK HYHU
DQRWKHU
  L 6HUYLFLQJ WKH SHUFHLYHG QHHGV RI WKH FKXU
  LL ,QVWUXPHQWDOLVLQJ D YHKLFOH IRU WKH FKXUFKH
     WKH\ FRXOG QRW GR IRU WKHPVHOYHV HJ UHJLRQD
  LLL&RRSHUDWLQJ HQDEOLQJ WKH FKXUFKHV WR VXSSRUW
     QHWZRUNLQJ
  LY *RYHUQDQGFH LQJ SULRULWLHV LQLWLDWLQJ SURJU

:H VHH WKH FKDOOHQJH QRZ DV EHLQJ WR UHWKLQN V

IORXULVK EXW ZLWK WKH IOH[LELOLW\ WR UHFRJQLVH

GLIIHUHQW SDUWV RI WKH GHQRPLQDWLRQ\QRGDVWRKDEHOF

EH VXVWDLQDEOH LQ WHUPV RI SHUVRQQHO DQG ILQDQFH

FKRVHQ SDWWHUQV QHHG WR EH DEOH WR EH XVHIXO L

8QLWHG 5HIRUPHG &KXUFK FRQWLQXHV WR GHFOLQH LQ

DJDLQ

:H DOVR EHOLHYH WKDW WKH V\QRGV KDYH D UROH L

WKHLU ORFDO FDOOLQJ 7KLV PHDQV D V\QRG DQG LWV

SURYLGHU RI VHUYLFHV 7KH FUHDWLYH XVH RI PLQLVWH

$33(1',;

$ VXPPDU\ RI WKH IXQFWLRQV RI WKH 6\QR
$VVHPEO\

7KLV VXPPDU\ LV RIIHUHG IRU TXLFN UHIHUHQFH RQO\ :K
UHIHU WR WKH 6WUXFWXUH RI WKH 8QLWHG 5HIRUPHG &K

4

[Y   WR FRQVLGHU DQG GHFLGH XSRQ UHIHUHQFHV DQG D

[YL   WR HVWDEOLVK UXOHV RI SURFHGXUH IRU UHIHUUDO

[YLL   WR DGPLW PLQLVWHUV SUREDWLRQHUV DQG FRQJU
V\QRGV

[YLLL   WR GHFLGH RQ DSSOLFDQWV¶ LQFOXVLRQ RQ WKH

[L[UWDRLVH IXQGV SD\ VWLSHQGV WR PLQLVWHUV DQG DW

[[WR FRQVLGHU DQG GHFLGH XSRQ LVVXHV WUDQVPLWW

[[L   WR H[HUFLVH VSHFLILHG IXQFWLRQV ZLWKLQ WKH PL
SURFHGXUH

[[YL   WR GR VXFK RWKHU WKLQJV DV PD\ EH QHFHVVDU\

6\QRG RI 6FRW... QG...OLIB\ LQ U
WR WKH (TXDOLW\ $FW

7KH (TXDOLW\ $FW   EULQJV WRJHWKHU D QXPEHU RI SLHFHV [...]
UHVSHFW RI DJH UDFH VH[XDOLW\ JHQGHU GLVDELOLW\ HWF [...]

$ FKXUFK¶V SULPDU\ SXUSRVH LV IRU ZRUVKLS DQG LQ WKH H\H
ZKLFK WKH FKXUFK SURYLGHV IRU DOO SHRSOH $GGLWLRQDOO
H[DPSOH DFWLYLWLHV IRU JURXSV SHUKDSV LQ D FKXUFK KDOO
FRYHUHG E\ WKH $FW

7KH $FW FRYHUV PDQ\ IRUPV RI GLVDELOLW\ VXFK DV KHDULQJ D
PDQ_ LW\0Q0L9€€ L H

x

&RQVWUXFWLRQ ,QGXVWU\ 5HVHDUFK DQG ,QIRUPDWLRQ $VVRFL

&ODVVLF +RXVH

51,' 6FRWODQG ± 5R\DO 1DWLRQDO ,QVWLWXWH IRU 'HDI 3HRSOH

1DPH FKDQJHG -XQH   WR $FWLRQ RQ +HDULQJ /RVV

7HO   IUHHSKRQH

7H[WSKRQH   IUHHSKRQH

ZZZ DFWLRQRQKHDULQJORVV RUJ XN FRPPXQLW\ LQ \RXU DUHD \

0DNLQJ HYHU\RQH ZHOFRPH

,VVXHV IURP (TXDO 2SSRUWX
7UXVWHHV WKH (TXDOLW

7UXVWHHV

7KH (TXDO 2SSRUWXQLWLHV FRPPLWWHH WULHV WR VHH KR
DQG PHQ OD\ DQG RUGDLQHG EODFN PLQRULW\ HWKQLF D
RXU OLIH DQG ZRUN" :H KDYH QRW \HW IRXQG D ZD\ WR F

:H NQRZ WKDW 1RPLQDWLRQV WDNHV VHULRXVO\ WKH QHHG
DUH DZDUH WKDW WKHUH DUH YHU\ IHZ EODFN PLQRULW\ H
FKXUFK OLIH ZH DUH QRW PDQDJLQJ VR ZHOO   %HORZ LV
DQG 6\ @ À @ À TQG 6\gTp€?p€P0 @UH WK0 0 00Sg" KÀXS÷ uGXPLW
 Q RWK@ € D 4p°DX   0@ p\ HW
D

&RQVXOWDWLRQ TXHVWLRQV

:RXOG \RX SOHDVH WDNH VRPH WLPH DW \RXU QH[W PHHWLQJ WK
WKLV GRFXPHQW DQG WR JLYH XV \RXU YLHZV" :H KDYH WKUHH

:RXOG \RX VXSSRUW WKH VXJJHVWLRQ WKDW HYDQJHOLVP D
8QLWHG 5HIRUPHG &KXUFK LQ WKH FRPLQJ \HDUV" ,V WKHUH
VXFK D IRFXV"
:KDW H[FLWHV \RX DERXW WKLV SURSRVDO" :KDW ZRXOG \RX Z
,Q ZKDW ZD\V DQG WR ZKDW H[WHQW LV WKH HYDQJHOLVP WK
JURXS RU 6\QRG" $QG ZKDW IURP \RXU SRLQW RI YLHZ ZRXOG

<RX PD\ KDYH RWKHU FRPPHQWV WR PDNH RI FRXUVH DQG WKH
\RX ZLOO GR LV JLYH XV IHHGEDFN WKDW ZLOO KHOS XV WR G
IXUWKHU WKH FKXUFK ***Please let us have your feedback by 12 June 2013 at the latest.***

,I \RX ZRXOG OLNH VRPHRQH IURP WKH JURXS WKDW ZURWH WK
\RXU JURXS RU FRPPLWWHH WKHQ SOHDVH FRQWDFW
IUDQFLV EULHQHQ#XUF RUJ XN

)XUWKHU LQIRUPDWLRQ DERXW WKH FRQVXOWDWL

3DUW 0DUFK ±W RXU Ò™•˜ ™€pJRX˜G •—WèU 3uQRU]UUXL

7KH 3URSRVDO

6WDJH 3ODQ IRU DQ (YDQJHOLVP 6WUDWHJ\ IRU
2YHUDOO 7R FUHDWH DQG QXUWXUH D FXOWXUH RI HYDQJ
2EMHFWL 6WDJH — 7R GHYHORS D VKDUHG XQGHUVWDQGLQJ RI FKXUFK OHDGHUVKLS
6WDJH — %DVHG RQ SRLQW WR EXLOG QXUWXUH D Y DQG SURYLGLQJ IRU ORFDO FRQJUHJDWLRQ\ 7R HTXLS ORFDO FKXUFKHV IRU DQG VXSSR
6WDJH — HYDQJHOLVP

6WDJH 2Q D ,QLWLDWH UHVHDUFK ZKLFK LQFOXGHV

- x PDSSLQJ ZKDW ORFDO FRQJUHJDWLRQV DUH
- x ORRNLQJ DW WKH VWUXFWXUHV RI WKH FK FDOOHG WR D PLQLVWU\ RI HYDQJHOLVP SRWHQWLDO
- x H[SORULQJ ZKDW LV FXUUHQWO\ EHLQJ R WKURXJK WKH UHVRXUFH LQFH QWL WKLV DIWHU ZH H[SORUDWLRQ IXUWKHU ODWHU RQ LQ WKH

7KLV UHVHDUFK ZRXOG DOVR LQFOXGH ORRNL FXOWXUH DQG WKLV ZRXOG EH LQFRUSRUDWH 7KH UHVHDUFK FRGH GURP X WKH UHPDLQGHU RI &:0 VFKRODUVKLS DQG ZRXOG LQIRUP VWDJH HQDEOH XV WR KDUQHVV WKH HQWKXVLDVP R

E &RQVXOWDWLRQ ZLWK VHQLRU OHDGHUVKLS
7UXVWHHV *HQHUDO 6HFUHWDU\ $VVHPEO\
*URXS 6\QRG 0RGHUDWRUV)85< OHDGHUVKL

C Conversations with Synods focused on Synods and the setting up of

< R X W K   D Q G   & K L O G U H Q ¶ V   : R

U H Q D P L Q J   W K H   F R P P L V

$V SDUW RI WKH UHVWUXFWXULQJ RI RXU ZRUN DPRQJVW F
OHYHO WKH <RXWK DQG &KLOGUHQ¶V :RUN &RPPLWWHH ZL
:RUN &RPPLWWHH

:KLOVW WKLV PD\ VHHP DQ LQVLJQLILFDQW FKDQJH LQ WKH
DQWG KHUHIRUH QHHG QRW RFFXS\ PXFK WLPH DW 0LVVLRQ &
&RXQFLO DV ZH KDYH EHHQ LQIRUPHG WKDW D FKDQJH RI V
$VVHPEO\

*HQHUDO $VVHPEO\ LQ   FKDQJHG WKH QDPH RI µ<RXWK
'HYHORSPHQW 2IILFHUV¶ WR µ&KLOGUHQ DQG <RXWK 'HYHOR
UHTXHVWHG WKDW RXU FRPPLWWHH EH UHQDPHG DW WKH V

7KLV UHVROXWLRQ ZLOO EULQJ WKH WHUP µFKLOGUHQ DQG
LPSRUWDQFH RI \RXQJ SHRSOH IURP   )XUWKHUPRUH ZH
UHPRYDO RI WKH ROG SRVW WLWOHV ZKLFK OLQNHG SHRS
RXU GHVLUH WR FUHDWH D PRUH LQWHUGLVFLSOLQDU\ DSS

5HVROXWLRQ

0LVVLRQ &RXQFLO DFWLQJ RQ EHKDOI RI *HQHUDO $VVHPE

`

`

4 Ð €PRO LVV LYD5À @ H0 IWRÀ` FÍ 7LVH

&KLOGUHQ   <RXWK :RUN 'HYH

*

FRQMXQFWLRQ ZLWK WKH V\QRG PDQDJHU 7KH SURFHVV I
EHFRPH PRUH HIIHFWLYH LQ WKH SDVW \HDU

)URP -DQXDU\WKH +<&:' FKDLUV WKH &<'2 WKHP&RHWHDPVE
UHSUHVHQWHG E\ RQH RI WKHLU QXPEHUV DW WKDW\&ROLWR
DW WKH <&:& DUH XQGHUVWRRG DQG FDQ EH DFWHG XSRQ
WHDP WR WKH ORFDO FKXUFKHV 7KH +<&:' DWWHQGV WKH
PDQDJHUV UHJXODUO\ LQGXFWSRJDOOGPVXSSRUW IRU PDQD
WKH QHDU IXWXUH

7KH HPSOR\PHQW FRQWUDFWV DQG 7HUPV DQG &RQGLWLRQ
WUDGLWLRQDOO\ EHHQ LVVXHG DQG KHOG E\ K&KXUFKGRRXV
+XPDQ 5HVRXUFHV DOO QHZ &<'2V HPSOR\HG IURP WKDW S
UDWKHU WKDQ $VVHPEO\ FRQWUDFWV ZKLFK KDV OHG WR
DEDQGRQPHQW

,PSOLFDWLRQV RI WKH HPSOR\PHQW VWDWXV
,I WKH &<'2V DUH HPSOR\HG E\ WKH *HQHUDO $VVHPEO\

  x WKH\ DUH DOO HPSOR\HG XQGHU WKH VDPH WHUPV DQG
    VDODU\ DQG EHQHILWV DFURVV WKHLU WHDP EXW PD\ I
    VWDII LQ WKH V\QRGV

  x WKH OHYHO RI VDODU\ FDUULHV ERWK DQ H[SHFWDWLR
    DSSRLQW SHRSOH ZLWK DSSURSULDWH QDWLRQDOO\ UH
    SURIHVVLRQDO GHYHORSPHQW WKLV HQVXUHV WUDQV

  x WKH\ DUH DOO UHFUXLWHG RQ WKH EDVLV RI DQ DJUHH
    FRQVLVWHQF\ DFURVV WKH DSSRLQWPHQW SDQHOV

  x WKHUH LV D QDWLRQDO VWDQGDUG RI GHOLYHU\ HQKDO

  x WKH\ DUH VXSSRUWHG E\ UHJXODU WUDLQLQJ RUJDQL]
    OHDUQLQJ DW UHJXODU PHHWLQJV

  x WKH SURJUDPPH LV FOHDUO\ DQ $VVHPEO\ SURJUDPPH
    LQFOXGHV WKH LQVWLJDWLRQ RI QHZ LQLWLDWLYHV IU
    'LIIHUHQW ORFDO SULRULWLHV FDQ EH EXLOW LQWR WK
    RSHUDWHV ZLWKLQ DJUHHG OLPLWV

  x WKH\ ZRUN DV SDUW RI DQ $VVHPEO\ UHFRJQLVHG SUR
    WR VSHDN ZLWK HTXDO ZHLJKW UHVSRQVLELOLW\ DQG
    ZLWK VWDWXWRU\ ERGLHV

  x FKLOGUHQ DQG \RXQJ SHRSOH DUH SDUW RI D ELJJHU F
    &KULVWLDQV DV SDUW RI WKH RSSRUWXQLWLHV RQ RII

  x WKH\ KDYH ORFDO PDQDJHUV EXW DUH XOWLPDWHO\ DF

  x WKHUH KDV EHHQ D KLJK GHSHQGHQF\ RQ &<'2V LQ WKH
    VR 3DUWLFXODUO\ EHFDXVH RI WKHLU LQGHSHQGHQFH
    DEOH WR JLYH REMHFWLYH DGYLFH GHDO ZLWK VSHFL
    LQGLYLGXDOV EHIRUH GXULQJ DQG DIWHU FDVHV RIWH
    EHHQ DEOH WR GR WKLV ZRUN EHFDXVH ZH FDQ EH DVV
    &<'2 7HDP KDV EHHQ WKRURXJK DQG NHSW XS WR GDWH

  x •Gm x r ñ•Gm x G„ € G„ €

V\QRG WR LQFUHDVHG V\QRG H[SHQGLWXUH WR HQVXUH
HPSOR\PHQW OHJLVODWLRQ

- x WKH WHUPV DQG FRQGLWLRQV RI HPSOR\PHQW FRXOG I
- x WKH VXSSRUW QRG YHOO LQ PRDQDJHUV ZRXOG EH ORVW E\ W
  SDUW RI $VVHPEO\ &<'2 SURJUDPPH

,Q DGGLWLRQ ZH QRWH WKDW WKH &<'2 SURJUDPPH FXUUH

- x ORFDO FKXUFK VXSSRUW PRVW &<'2V DQG ORFDO FKXU
  RI WKH 85& DQG QHHG FXOWXUDO DWWDFKPHQW DQG L
  KDYLQJ D &<'2 WHDP DQG ORFDOO\ E\ &<'2V ZKR NQRZ
  WHDP KDYH SURGXFHG µ,QGXFWLRQ UHVRXUFHV IRU ZR
  SHUFHLYHG QHHGV FDQ EH DGGUHVVHG LQ D FRQVLVWL
- x FROOHDJXH VXSSRUW
- x WKH DELOLW\ WR DGYLVH RU FDXWLRQ ORFDO FKXUFKH
  &<'2V RSHUDWH LQ DGYLVRU\ RU FDXWLRQDU\ UROHV Z
  LQGHSHQGHQW DXWKRULW\ NQRZLQJ WKH\ DUH SDUW R
  WKH <&:& $Q LQGHSHQGHQW V\QRG DSSRLQWPHQW PDV
  WR IXOO\ DGYLVH RU FDXWLRQ WR &<'2V KDYH WKH DELOL
  DUHDV ZLWKLQ 6\QRGV ZLWK GLIIHULQJ QHHGV ,W LV
  LPSRUWDQW KHUH DV PDQ\ RWKHUV FRXOG DQP €00H@
- x WKH D0`0`0€WO 0 °PRO``@OP€H RFRU P0`@O €KXUFKH0 `

Table   Numbers of students engaged in EM

Year	Students

5 D U H H [F H S W L R Q V

) 3URSRVHG QHZ QRUPV DQG H[SHFWDWLRQV

$FDGHPLF (QGHDYRXU (0 DQG (0 WR EH WDNHQ LQWR D
:KLOVW (0 LV D SHULRG LQ ZKLFK VWXGLHV FDQ EH SXUVX
EH H[WHQGHG LQWR (0 DQG (0 6R LI DQ LQGLYLGXDO DF
)RXQGDWLRQ 'HJUHH LQ (0 LW VKRXOG EH SRVVLEOH WR F
D %$,W LV D VWUHWFKLQJ ZD\ RI DFKLHYLQJ DFDGHPLF FU
WKHRORJLFDO UHIOHFWLRQ EDVHG RQ ILUVW KDQG H[SHULH
PLQLVWU\ DOUHDG\ WDNH 0DVWHUV FRXUVHV DORQJVLGH I
WKLV FKDQJH LV OLNHO\ WR EH WKDW WKH QRUPDO GXUDW
\HDUV ZLWK WKH UDQJH VWLOO EHLQJ \HDUV DQG WK
VKRZV WKH QHFHVVDU\ DSWLWXGH WR EH D 3K' FDQGLGDW
WR SXW WKH IXQGLQJ LQ SODFH IRU WKHLU DGGLWLRQDO \
WKLV LV VWLOO WKH EHVW RSWLRQ IRU WKH LQGLYLGXDO

6WXG\ 3DWWHUQV 7KH ODWWHU SDUW RI (0 PLUURUV PL
7KHUH ZLOO FRQWLQXH WR EH VWXGHQWV IRU ZKRP D IXOO
DFKLHYHPHQW RI D %$ RU %7K LV WKH UHFRPPHQGDWLRQ F
$VVHPEO\ $VVHVVPHQW &RQIHUHQFH RQ WKH EDVLV RI HGX
WKH FDVH WKDW WKH &5&: WUDLQLQJ SDWKZD\ KDV WR EH
WKH SURIHVVLRQDO FRPPXQLW\ ZRUN TXDOLILFDWLRQ +RZ
VWLSHQGLDU\ VHUYLFH DV 0LQLVWHUV RI :RUGH C&5G RP0 L

ILQDTO \HDU RI H0 ZRXOGFVKL–W WR D IXOO WLPH SDWKZD
HHPHQWV P€FDPH –XOO QLPH WKH „¸SHFWEGLRQ RXOGHG
` 03G X

E &RUH PDLQWHQDQFH JUDQWV RQ D PHDQV WHVWHG EDVL

EH IRU WKH VWXGHQWV DV LQGLYLGXDOV RQO\ DQG QRW W

VWXGHQW ZLWK D KLJK HDUQLQJ SDUWQHU ZRXOG SUREDEO

D ORZ LQFRPH KRXVHKROG ZLWK PDQ\ GHSHQGHQWV PLJKW

$VSHFW E LV D PDMRU VKLIW DQG ZRXOG RQO\ EHFRPH S

FRYHU WKH UHVW RI WKH FRVW RI DQ\ SHULRG RI (0 LQ IX

DUH

L %XUVDU\ )XQGLQJ LV RQJRLQJ DV WR ZKHWKHU WKHVH

RÀ•0@•@PRP@@@0UH•@ H H• L &'0HQGHQ@0 @`0 E WKHP)@QDRU

7KHUHIRUH WKH UHVROXWLRQV WR 0LVVLRQ &RXQFLO DVN
SURSRVHG LQ WKH NQRZOHGJH WKDW WKHUH LV VLJQLILFD

5HVKDSLQJ 6WXGHQW)LQDO

&XUUHQW 3DWKZD\V DQG 3D
LQ (GXFDWLRQ IRU 0LQLVWU

7KLV LV D QDUUDWLYH IURP WKH FROOHJHV DERXW WKH OL
RI WUDLQLQJ FXUUHQWO\ RIIHUHG DF F\ RXG VLIHUHDOO\ FRO
H[SHULHQFH WKH FROOHJ ZHD VK RYHU KP G LQ\HDOOV VR WKHVKRSH
H[SHULHQFHV RI WKH GLIIHUHQW µVWXGHQWV¶ ZLOO KHOS
LQVLJKW LQWR WKH EHQHILWV DQG FKDOOHQJHV RI WKHVH

1257+(51 &2//(*(

)RUPDWLRQ IRU PLQLVWU\ XVXDOO\ WDNHV SODFH LQ D SD
WLPH LQ ZKLFK UHIOHFWLRQ XSRQ D ZLGH YDULHW\ RI GH
SDUW RI ZRUNLQJ WRZDUG D TXDOLILFDWLRQ ZLWK WKH
SDWWHUQ RI SODFHPHQWV YDULHV EHWZHHQ 0LQLVWU\ RI
&RPPXQLW\ :RUN &5&: VWXGHQWV 0RVW IXOO WLPH 0:6 V
SDVWRUDWH DQG DOO KDYH WKH RSSRUWXQLW\ RI DQ RYHU
7LPH¶ DV WKH QDPH LPSOLHV WKLV LV WKH WLPH ZLWK V
FROOHJH DFDGHPLF WHDFKLQJ DW /XWKHU .LQJ +RXVH ZKL
IRUPDWLRQ 85& IRFXVVHG HWKRV DQG SUDFWLFH LV UHIO
SDWKZD\V RI OHVV WKDQ IRXU \HDUV WDNLQJ LQWR DFFRX
SUHVHQW ZH KDYH VRUXGHQHDWUV ZLWKHDUV ò \HDUV DQG
SUHGLFW YDULDWLRQV LQ SDWWHUQV IRU WKH IXWXUH EHR

0,1,675< 2) :25' $1' 6$&5$0(176

)XOO WLPH SGR+PD OHYHO

*UDQW PDLQWWDLULQHLQHG RYHU IRXU \HDUV 6KH FDPH WR
EDFNJURXQG DQG GLIILFXOW H[SHULHQFHV LQ KHU HDUO
VWUXJJOHG ZLWK WKLVERWK &HFWWRDILWKGUDJRRGQQ±YHO
FRQILGHQFH %XW VKH HQJDJHG ZLWK WKH YDULHW\ RI
FRQILGHQFH WKHUH IURP WKH VWDUW 6KH ZRXOG FHUW
IRXU \HDUV IXOO WLPH 6KH WUXO\ JUHZ LQ VHOI DZDUH
VKRZHG LWVHOI GXULQJ WKH ILQDO PRQWKV

([SHQVH :RQOD YH QHYHU KDG D VWXGHQW ZKR KDV EHDO

)XOO 7LPH ⊕HYHO

*UDQW PDL⊥QWDLUUOHLQHG RYHU IRXU \HDUV +H KDG EHHQ
FRPSDQ\ KDV DQ LQVLJKWIXO PLQG EXW KDGQ¶W ZULWW
HQRUPRXVO\ IURP WKH WKHRORJLFDO UHIOHFWLRQ XSRQ
ZKROHKHDWUWLMGZDV±WKH VLQJOH ELJJHVW IDFWRU LQ KHO
YHU\ GLIIHUHQW IRUP RI ZRUN LQWR PLQLVWU\ 7KH IXO
ZDV VWUHWFKHG LQWHOOHFWXDOO\ WR WKH ULJKW OHYH
EHJDQ KDG KH QRW EHHQ FKDOOHQJHG E\ WKH YDULHW\
KDYH H[SHULHQFHG EXUQ RXW TXLWH TXLFNO\ LQ PLQLVV

([SHQVH¥6RⅯHOOXQGHU 'LSORPD OHYHO DERYH

)XOO 7LⅯH ±

*UDQW PDL⊥Q,WDLⅯOHG FOHDU WKDW 1 ZDV DQ DEOH VWXGHⅯ
KXPDQLWLHV VXEMHFW DQG EHJDQ RQ WKH XQGHUJUDGX
JDYH KLP WKH QHFHVVDU\ WKHRORJLFDO DQG ELEOLFDO
SURJUDⅯ7KH 0$ KDV FOHDUO\ WDNHQ WKLV VWXGHQW WR D
WKDW WKH IRXU \HDUV KDYH JLYHQ KLP WKH VSDFH WR
WR KLV SODFHPHQW H[SHULHQFHV 7KLV VWXGHQW PLJK

DORQJVLGH VWXG\ WKURXJKRXW WKHLU WLPH LQ HGXFDWL
LQWHQVLYH SODFHPHQW XVXDOO\ DW WKH HQG RI WKHLU
EHOLHYH WKDW µDOO OHDUQLQJ LV IRUPDWLRQ¶ DQG WKUR
WKH FODVVURRP LQ VRFLDO FRQWH[W DQG LQ WKH OLIH R
OHDUQLQJ WR UHIOHFW DQG WR SUD\ WR VHHN ZLVGRP DQ
WKDW DUH RXWVLGH WKH HFXPHQLFDO SURJUDPPHV RI WK
PLQLVWU\ LV GRQH LQ WKH ULFKQHVV RI D WUXO F0°€I•€HQ
 LQLVP€À00ODFH HXR

   @À W@À`€p ã °À``0@€|VHX LV WKHLU •I•OO WCPH F`@UHU
0ƒH•@RX` IRU0  O HWPKhDpL#   ³H`0À`0 O…DUO\ WU@D ¾W÷ •U
0@U• EHQ AgD„VH #0•00 FO€ËDÈ 0¿p€F@P `00†VW ¯L|¾ —DeH   O
³7Kˆ0/r L•LXJ LQLVWU F

VW HUH7KKR†R@H °•ðHPLLÐ€U@€•0P€6 LQ w¿H ðL"Ht •0
 gHPPU@GJKHH „e€ HQL`† &pHPPU@GpJH 7KˆRO#JLh@Hð •HwKHR
 "UcR w¿H RQH 7Kˆ `

7Kˆ hRP € Àp\ ðL"Ht 0 ð à0ðp`pp0L0\2 0SpUC\HP` EcQG U@„h¾ 0p
¿H H` „DU F•LQJ ðL"Ht   0&pHPPU@G H00@QG8JL•LQJ € °Àp Ó
DQG0 U0 ð €J LQ 0Fp€P°€pQhW<ˆ· „eWHpQ µH À`0G À`SR•KHJ
 0Fp€ ƒH—KHJ°pÀð#o`LSð€ð00 ð0À ¨@0LP00¢ LQ JQ „e€ PÀ€
JUHsH`00€U Dp ð ` P   DcQG H°0¶€€Hðð HPp RP •0 ƒ °0´À @ p€
 •` @ FµLR0c khÀD ¾ ²€0W0h ¼p0R 0Ht QHG °ÀÞ•ƒ`¯DP€pp€p ŠW<3R€QG` D6
°À e
'€QGð ¯@p w° EL RI €só0LQJ„ cp•s€ p`° @F@•I ‡0pÀ÷LH`ð00€
3R€QG` c€00 p àE@Q pp€0V0 ð0ƒP ¶€ €DP 0 ‡KHˇKH H HUT@€P
h¾R!`€ D h°KH0KH@ @FpPETÀ ÏD G0R€w D` €XeP0 €S@ EJHG0pR
Ð€ p EP p ðpDW@€ RQ pp€€JUHPp •R€0 F0`DP FQG ppEW @w
pPETÀ LQ ppÀ`bR • ÏFa H

ILUVW SDVWRUDWH ZKLOH VKH UHFRJQLVHV KRZ KDUG D
DORQJVLGH D IXOO WLPH MRE DQG ZLWK DJUHHG WLPH F

ZRUN KRXUV VR WKDW VKH KDV PRUH WLPH IRU WKH GHP
SD\V DOO KHU IHHV DQG WUDYHO H[SHQVHV DQG KHU DF
LV VHOI IXQGLQJ

0L[RI SDUW WLPH±DQGIXOOWWLPHHO WKHRORJ\ $QJOLD 5XV
VL `VDQ D Dœ0•ð WK 0k0þ T0pp0°ð04•ÀDpD@´—

STUDENT ROOM AND CONTINUES TO DO THAT AS SHE B
NUMBER OF STUDENTS DOING A HIGHER DEGREE AS PART
CERTAINLY FINISH THE PHD EVEN IF THAT MEANS DOIN
PASTORATE SHE KEEPS UP STUDY AND RESEARCH PART
TEACHING POST IN ONE OF THE URC'S RESOURCE CENTR

PREPARED BY THE PRINCIPALS OF THE THREE COLLEGES

APRIL

7KH /HDUQLQJ &KXUFK 7KH

7KLV SDSHU LV EURXJKW WR 0LRVV DRSQLXRX QRFLZRUN ZKQLRKU
FRPPLVVLRQHG E\ WKH (GXFDWLRQ /HDUQLQJ &RPPLWWHH

3XUSRVH RI WKH ZRUN

7R EULQJ UHRVU WKDWLRQVIXWXUH ZKROH FKXUFK OHDUQLQJ

5HVROXWLRQ RI *HQHUDO

5DWLILFDWLRQ

7KH $VVHPEO\ LQ   SDVVHG 5HVROXWLRQ   ZLWK WKH WZ
6WUXFWXUH ,Q DFFRUGDQFH ZLWK SDUDJUDSK   RI WKH
WKH GHFLVLRQ

0DUJDUHW &DUULFN 6PLWK

W0DUFK

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0LVVLRQ &RXQFLO UHVROYHV WR UDWLI\ 6KXYRPXOLRQ WKHLU
IROORZFKDLQQWWRK 6WUXFWXUH QLWHG 5HIRUPHG &KXUFK   :KH
FKDQJHV IURP WKH H[LVWLQJ DUH VKRZQ LQ UHG W\SH

6\QRG &XQFWLRQV

$ [YLL

$PHQGGRHDDO IROORZV

ZKHW WKHQRG   DWFKULRQVWK GHUR WKLV KSSRGOOSHLO DFFRUGDWQFH
HLWWKKHV FLS 3LUGDURRQVWDDQG HFLRWQKH D QXDO WKH 8QLWHG &5KHUIRUPE
  ZKHWKHV VXHWODSWRHU FGLLYHFG SOLQD UR\WEKUHH,DQFKDSW FLW\ 3LURQFHG
6HFVSRRWQKOH DQXDO WZKHUDHHOWDSWHU FHLQFHDSDGH WL\QHG

SURYLW KRDV IRUHVWDVUKGVSHRQVLFRROLRYWKHXUU5FHO D&RHPGP XQRLUWW\HU
FRQFHSUHQQHGOLKQHJ UHRRVOPEDWWVXLRQGGWKH3DURFHVV WRPEDHLGWHRDFHDJUDSK
RWN6HVUXWWDXFUHHWVSRELORZWKLD'KLVFLSOFDOVDUFRQOPHQFLHWRU
IROOVRK&RQVXOWDWLSRUHQ\3FERLDFHKGGX,QH3DJRDFFLGVXFRXOOQWNOJHQDG
WWRKFDRRIVHHLQLRYWKHXUU5FHO D&RHPOE XQRUWWNEEHULQHIHUQWW6H ,QFDSDFL
3URFHG XWLHHFWDLQG GRUGD\W\SHU ZWWKKRDV IRJ DWUKGX VSHRQVWLKRHQ
PLQLRYWKHXUU5FHO D&RHPOE XQRUWNFHRUQ FHUHHQQGOLKQHH VRORXWWRHRXVWQGHUU
WK3DURFHGXUHWEPEDHGWHRRQFDJ URDSWK6HVUXWWDXFUHHWVSRELORZWKLDK
FDVKDFRROPHQZLFHWWLKGH ,Q F3DURDRFFHLOWXXWWUHHD QVRLWYHLURRQQDSSOF FX KMDQ
FDVUHIHEUDJHFGRVPKH 'LVF3USRORFERQWDNUH ,QF3DURDRFFHOOMXGDHLRRQKJ
FRPPHQFRIIPEDQWHWWWKRWRMUKHVPEHDSSHUPLHWWWHHOWURXOQQFWLqRAD qR

F R Q V X O W L V D W P H R G G H U R D W V K R H O Q R R G H F X S R O G S S U R S U L D V D H D R W L R Q

*(1(5$/ 6(&5(7$5< 5(9,(:

7KH 5HYG 5REHUWD 5RPLQJHU ZDV DSSRLQWHG DV *HQHUDO
   DQG KHU VHYHQ \HDU WH-UP RI VKLUW LWFHUPQLGVV URRQ HZDEOH
5XOH RI 3URFHGXUH LV DV IROORZV

   7KH *HQHUDO 6HFUHWDU\ ZKR VKDOO EH D PLQLVWHU R
IRU D SHULRG RI VHYHQ \HDUV UHQHZDEOH IRU WKH VDPH
GHWHUPLQH 7KH DSSRLQWPHQW VKDOO EH PDGH DFFRUGL

   7KH JURXS WR DSSRLQW RU UHYLHZ WKH *HQHUDO 6FU
RI WKH 0RGHUDWRUV RI WKH *HQHUDO $VVHPEO\ RQH RI Z
*HQHUDO $VVHPEO\ ZKR VKDOO DFW DV 6HFUHWDU\ WKUH
DQG VL[PHPEHUV RI WKH $SSRLQWPHQW DQG 5HYLHZ 3DQH
JURXS VKDOO KDYH WKH DXWKRULW\ WR PDNH D QRPLQDWL
*HQHUDO 6HFUHWDU\ RU D 'HSXW\ *HQHUDO 6HFUHWDU\ 7K

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0LVVLRQ &RXQFLO DSSRLQWV $$ DQG %% WR VHUYH DV WH
WR VHUYH RQ WKH *HQHUDO 6HFUHWDU\ 5HYLHZ *URXS

3URSRVHG QDPHV ZLOO EH VXSSOLHG DW 0LVVLRQ &RXQFLO

$$ $GG WKH IROORZLQJ ZRUGV DW $WKHOGHJSLQQI

$$ WKH 3URFHVV WR EULQJ WKRVH SDUDJUDSKV

$$,Q GLVFLSOLQDU XQFGHVH 3DDUDLULDQSJK $ [YL
            6\QRGV LQ UHVSHFW RI DQ\ 0LQLVWHU LQ P
            WKHQRG LQ TXHVWLRQ «

$$,Q GLVFLSOLQDU\ FDVHV DULVLQJ XQGHU 3D
            *HQHUDO $VVHPEO\ RU 0LVVLRQ &RXQFLO RQ

            $OVR DW WKH HQG RI 3DUDJUD³$KQ³RG $SSHHG
            WKDW ZFLDWWKH WK³HHZQRHUUG-V ^p † Ws ZR€À°O•‡†Ð`!Ð:s§:P

,Q HYHU\ FDVH LQYROYLQJ DQ DOOHJDWLRQ
ZKHUH WKH 6\QRG 0RGHUDWRU RU WKH *HQH
FDVH PD\ EH FRQVLGHUWUURQDWKOGH XWJKHHQDVU
KH VKDOO VXVSHQG WKH PLQLVWHU ZLW
ZULWLQJ DQG VKDOO IRUWKZLWK FDOO LQ W
3DUDJUDSK %   RU 3DUDJUDSK %   ZLPSFRKV
RUDOO\ VKDOO EH LPPHGLDWHO\ FRQILUPHG

)   5HPRYH WKWKZKR UHGSVX W\6HHFQOHIUWDOO\ ´

6KRXOG WKH $VVHPEO\ &RPPLVVLRQ RU WKH
QDPH RI D PLQLVWHU IURP WKH 5ROO LW PD
3DUDJUDSKV)   *   DQG *   DOO GHDO
WR SHUVRQGHG RRQ RDN QQRRZ´ EDVLV   ,Q UWDKHJLOOQ
UHVSRQVLELOLWLHV WKH '*6 LV FXUUHQWO\
WKH UROH RI WKH ³*HQHUDO $VVHPEO\ 5HSUI
VSHFLILF IXQFWKLHRQQRVFHHWWVRXW2OQLQHWWKH FDVI
FRQFHUQHG LV FRQFOXGHG   KLV KHU LQYRO\
IXWXUH PRQLWRULQJ UHVSRQVLELOLWLHV
OLVW RI SHUVRQV LQ WKHVH SDUDJUDSKV

)   5HSODFH WKH UHIHUHQFH LQ WKH WH[W WR

*

*

'5$)7

6WDQGLQJ 2UGHUV RI *HQHUDO $VVH

7KH $JHQGD RI WKH $VVHPEO

D $W LWV PHHWLQJV WKH $VVHPEO\ V KDOSDUHGVEGHWWUK&DSS
ZKLFK LQFOXGH WKH 0LVV DQG &PRXWLFLORVRDQG VRGRGPHQWV
KDV EHHQ JLYE HQLQXGELYWDG PHPEHUV RI WKH $VVHPEO\

E)RU WKH JRRG RUGHULQJ RI *HQHUDO $VVHPEO\ V WLPH
FRQVXOWDWLRQ ZLWK WKH *HQHUDO 6HFUHWDU\ DQG WKH
ZKLFK VKDOO GHWHUPLQH WKH PDQQHU LQ ZKLFK WKH %$VV
PDMRULW\ YRWH FRQVHQ DQQGV & ±$OO PDWWHUV FRYHUHG E\ VHF\
8QLWHG 5HIRUPHG &KXUFK VKDOO EH SODFHG LQ *URXS %
PD\ UXOH DW DQ\ WLPH WKDW D PRWLRQ EH WDNHQ IURP *U

F 7KH PRWLRQV LQ *URXS $ VKDOO EH WDNHQ HQ EORF
WKH PRWLRQV LQFOXGHG LQ *URXS $ VKRXOG EH FRQVLGH
6HFUHWDU\ E\ WKH FORVH RI EXVLQHVV RQ WKH ILUVW GD\

QH†`@OLQ@ÀPG SODHW

1<0Ì``B €ÀH

E 7KH SURFHVV RI FRQVHQVXV

&RQVHQVXV PHDQV D GHFLVLRQ RI WKH FRX...
PHPEHUV RI WKH FRXQFLO LV ZLOOLQJ...

$JUHHPHQW PHDQV D GHFLVLRQ RI WKH FRX...
QXPEHU LV XQDEOH WR DFFHSW WKH PDMRULW\ RSLQLRQ E...
UHVROYHG

E $W HDFK VWDJH RI WKH SURFHVV WKH PRGHUDWRU ZL...
LW LV IRU LQIRUPDWLRQ GLVFXVVLRQ RU GHFLVLRQ PDNLQ...

E 7KH ,QIRUPDWLRQ 6HVVLRQ

7KLV VHVVLRQ DLPV WR LQIRUP WKH $VVHPEO\ RQ DWKHRUVW...
V KH MXGJHV WKDW WKH PDWWHU EHIRUH WKH $VVHPEO\ LV...
PHHWLQJ RI WKH $VVHPEO\ WKH 0RGHUDWRU VKDOO LQIRU...
LI IROORZLQJ WKH &RQVHQVXV SURFHGXUH WKHUH LV FRQ...
WR D PDMRULW\ GHFLVLRQ XQGHU VWDQGLQJ RUGHU E YL

$ UDQJH RI RSWLRQV PD\ EH SUHVHQWHG E\ GLIIHUHQW SH...
7KRVH SUHVHQWLQJ LVVXHV UHSRUWV RU SURSRVDOV PD\...
$VVHPEO\ DJUHH[WHQVLRQ WRR DQRI WLPH PHPEHUV RI $VVHPEO\ DU...
LVVXH RU VHHN IRU FODULILFDWLRQ RU IXUWKHU LQIRUPDW...

E 7KH 'LVFXVVLRQ 6HVVLRQ

7KLV LV WKH RSSRUWXQLW\ IRU GLVFXVVLRQ RQ GLYHUVH RSLQLRQ RI...
6SHDNHUV PD\ VSHDN IRU QR PRUH WKDQ WKUHH PLQXWHV...

E D $OO WKRVH SUHVHQW PD\ FRQWULEXWH

E E QWUHTE@@0ÀEHQNRIR.€p‚SrH€QWMOD€pE`0°€R`SDE`V0TRG#mFVPÀ...

E LC7KH 'CVD €DÀ`WL@à0 W@ p0`ep€p°@ 7GKDVHH ð`p @àÀ...

E $OA``ÀBVD€p¶TVLBVSUH`FA@0 UDH WK¡\ CRYAp ŠN @`...

E pPpKH 'LVU@d°ŒÀUBVSUQWLSBVQÐH

CVY R DDWL WO\ DHPQW RR H DKDWULP @p SÀ0@ LVQL`p¶TV...

c   7KH 0RGHUDWRU

c D   7KH UROH RI WKH 0RGHUDWRU LV YHU\ LPSRUWDQW

7KH 0RGHUDWRU

‡ DVVLVWV WKRVH DVVHPEOLQJ WKH ZLOO RI *RG DV IDU DV SRVV

‡ LV DOHUW WR WKH JXLGDQFH RI WKH +RO\ 6SLULW DV PH

‡ SDXVHV IRU SUD\HU RU EX]] JURXS UHIOHFWLRQ DV DSSU

‡ HQFRXUDJHV WUXVW DQG LQWHJULW\ LQ FRQWULEXWLRQ

‡ HQVXUHV FDUH DQG VXSSRUW IRU WKRVH ZKR PHPEHUV Z

‡ LQYLWHV PHPEHUV WR UHVSRQG WRUHVSHFWV WKH ZKROH
PHHWLQJ DV LW EHFRPHV DSSDUHQW

‡ VXJJHVWV RU HQFRXUDJHV FUHDWLXEOPRLGJLKWVFDW[SRUGHWVRH

‡ VXPPDULVHV GLVFXVVLRQ IURP WLPH WR WLPH WR DVVLV

c E   7KH $VVHPEO\ DQG 0RGHUDWRU PD\KELHVDZLVOOLVWHGD$V
WKH EHJLQQLQJ RI HDFK $VVHPEO\ E\ WKH $VVHPEO\ ,W ZL

‡—'€ K $VHO• " E DK (Åp "€G G B•u@€F‡ U 4q2R @ p À E•` 2B'"p„E0

&KDQJHV RI RUGHU LQFOXGH

H   2XW RWKHU VSHDNHU LV GLJUHVVLQJ IURP WKH PDWWH

H   &ORVHG VKDWV WKH PDWWHU LQ KDQG LV SUHQYDWHYH WK
YRWHG RQ LPPHGLDWHO\ ZLWKRXW GLVFXVVLRQ UWLQJ FDQGL
DJUHHG DOO WKRVH ZKR RDXUHQFLOOR WXPVHP OHHDYH RI WKHPEHUV PX
GLVFXVVLRQ FROQKSHHQFUHLDQGVPXVW QRW GLYXOJH LWV FR

H $GMRXUQPHQW WKLWKHVGYRFXHGVRRQLPPHGLDXWHVORQRZLW
EH SURSRVHG PRUH WKDQ RQFHURQJKGLEVZFKRVHDWRQRQWHFDDGQ

0 R W L R Q V   D Q G   D P H Q G P H Q W V

D $ U H S R U W   S U H V H Q W H G   W R   W K H $ V V H P E O \ E E \ U D H & R P P H G W V
G H E D W H   X Q O H V V   Q R W L F H   K D V   E H H Q   G X H H U J E Y D F N   X W G G W K D U W
V \ Q R G   W K H   Z K R O H   R U   S D U W   R R W W L K R Q   U H S R X F K D Q O R L W W L R Q   W R W
E H   G H E D W H G   D Q G   W R K W H U H O X S R D Q Q E H L U R H S R U W   L V   L W V H O I   G H E
W K L U G V   R I   W P K H ñ Ú Å R V R O H   F D V W

L 7KH PRYHU PD\ ZLWK WKH FRQFXUUHQFH WR VRH PEOH VDHFWLR
PRWLRQ RU DPHQGPHQW SURSRVHG

M $ PRWLRQ RU DPHQGPHQW PD\ EH ZLWKGUDZ WKHV HFKRQ S
DQG WKH FRQVHQW RI WKH $VVHPEO\ZLWK RVXFKG RXV VQLWRQ
EH LQ RUGHU IRU DQ\ PHPEHU WR VSHDN XSRQ LW DIWHU W
XQOHVV VXFK SHUPLVVLRQ VKDOO KDYH EHHQ UHIXVHG

N $OWHUQDWLYH EXW QRW GLUHFWO\ QHJDWLYH RPLSPHWV PWRLRWLRO
PRWLRQ EHIRUH WKH $VVHPEO\ $IWGGHDQ6WDPGGLGPHQWG
KDYH EHHQ GHDOW ZLWK DQG GHEDWH RQ WKH DOWHUQDW
GHEDWH LQ UHYHUVH RUGHU WR WKDW LQ ZKLFK WKH\ VSR
HDFK RI WKH PRWLRQV SXW LQ WKH RUGHU LQ ZKLFK WKHV
RQH XQWLO LW LV DQQRXQFHG IRU DOO

,I DQ\ RI WKHP REWDLQV D PDMRULW\ RI WKRVH VVRWHEQJ LI
QRQH RI WKHP GRHV VR WKH PRWLRQ KDYLQJ WKH IHZHVW
HTXDO WKH 0RGHUDWRU JLYHV D FDVWLQJ YRWH 7KH YRW
PDMRULW\ RI WKRVH YRWLQJ 2QFH D VROH PRWLRQ UHPDL
LQ WKH QRUPDO ZD\ DQG LQ DFFRUGDQFH ZLWK 6WDQGLQJ

7LPLQJ RI VSHHFKHV DQG RI RWKHU EXVLQHVV

D 6DYH E\ SULRU DJUHHPHQW RI WKH RIILFHUV RHQWKDW$ WR
UHSRUWV FRQFHUQLQJ SDVW ZRUN RI VSJ\GPER \TXRIPWWLWRQH
GLVFXVVLRQ VKDOO QRW H[FHHG ILYH PLQXWHV

E 6DYH E\ WKH SULRU DJUHHPHQW RI WKH RXLSFHUU RI WKH
PRWLRQV IURP DQ\ $VVHPEO\ &RPPLWWHH LQFOXGLQJ WKH
LQ DJJUHJDWH H[FHHG   PLQXWHSV SRORURWU RVKDQ OSDUHWHLFFXOVD
PRWLRQ H[FHHG   PLQXWHV HJ D &RPPLWWHH ZLWK WKUH
SURSRVHUV RI DQ\ RWKHU PRWLRQ RI ZKLFK GXH QRWLFH K
PLQXWHV XQOHVV D ORQJHU SHULRG EH UHFRPPHQGHG E\
0RGHUDWRU (DFK VXEVHTXHQW VSHDNHU LQ DQ\ GHEDWH
VKDOO GHWHUPLQH RWKHUZLVH LW VKDOO LQ SDUWLFXOD
VSHHFKHV LQ D GHEDWH RU IURP D SDUWLFXODU SRLQW LQ

F :KHQ D VSHHFK LV PDGH RQ EHKDOI RI D &RVSHPLDWWHWHKVLUH
EHJLQ E\ JLYLQJ QFFODHUGHLWDWGLRQ WR WKH $VVHPEO\

G 6HFUHWDULHV RI &RPPLWWHHV DQG IXOO WRPHV(VHPXEOWY
PD\ VSHDN RQ WKH UHSRUW RI D &RPPLWWHK LRHUTXHKLVFKRWK
&RQYHQHU FRQFHUQHG 7KH\ PD\ VSHDN RQ RWKHU UHSRUW

H ,Q HDFK GHEDWH ZKHWKHU RQ D PRWLRQ RRUV RRPEDOO PRU
WKDQ RQFH H[FHSW WKDW DW WKH PRWLRQ RURIRDUWKHGEHEWO\
FDVH PD\ EH VKDOO KDYH WKH ULJKW WR UHSO\ EXW PXV
VSHDNHUV DQG PXVW QRW LQWURGXFH QHZ PDWWHUV 6XF
DPHQGPHQW

&ORVXUH RI GHEDWH

D $ PHPEHU RI $VVHPEO\ PD\ GHOLYHU WRGWKHE*HHIRUHUHDW\K
RI WKH PHHWLQJ RI WKH $VVHPEOWKDOQRWWKLFHH*HLQHZUDOLWW$QVH
EHWWHU FRQVLGHUDWLRQ RUHDODSVHHGLGLRGXPHQRWVXWRRQ DQO
ZKROH $VVHPEO\ 3URRGYHLUGDHWGRWKD&WHUWKHDQG *HQHUDO 6FU
UXOH PD\ DSSURSROSSLOOLWHGOLQ WKH FDVH RI WKH VDLG UHVRQ
PPHGLRWRORZLQJ WKH RSHQLQJ VSHHFKHV LQ VXSSRUWHV RI
FDUULHG WZR WKLUGV RI WKH YRWHV FSDUURWFPXXWHEEHQDLEYOH
PHPEHUV WR VSHDN PRUH WKDQ RQFRHQDSQDGUWLH[SFOXPLOUDDDUWSRRULQY
FKDQJHV 7KH QXPEHU DQG OOHQWVWKKHIRGLVSHUHFKWLRQ\ VKRDWWOHHE
GLVFXVVLRQ LQ FRPPLWWSUHRSRQGGGFKDFQLRQ WRQHD&OHUN VK
WKH $VVHPEO\ WRWROHQ\RFKDDQQEO\ WRI[W ZKLFK KDYH EHHQ DJ
8WOO p0

3UHFHGHQFH DV EHWZHHQ PRWLRQV XQGHU D E F DQG
LV EHIRUH WKH $VVHPEO\ QR RWKHU PRWLRQ FDQ EH PRYHG

9RWLQJ

D 9RWLQJ RQ DQ\ PRWLRQ ZKRVH HIIHFW LV WWRKDOO6WHUXFD
DQG DQ\ RWKHU IRUP RU H[SUHVVLRQ RIWWKKH8SRQVLWHG5HDLQGU
&KXUFK LV JRYHUQHG E\ SDUDJUDSK O DQG RI WKH 6

E 2WKHU PRWLRQV EHIRUH WKH $VVHPEO\ VKDOOPEHEHUGHRW
WKH $VVHPEO\ SUHVHQW DQG YRWLQJ EMFHQGLFDWHG E\ D

L LI WKH $VVHPEO\ GHFLGHV EHIRUH WKURHHYRWWHHQWKRDW D S

LL LI WKH VKRZ RI FDUGV LQGLFDWHV D YHU\ FORVH YRWH
$VVHPEO\ SURSRVHV DQG WKH EDOOHPERWO\VKXDUOHHEHWWKKHQPDV

F 7R SURYLGH IRU YRWLQJ LQ WKH FDVH RIRD SXSHWHVWZKXGOOG
0RGHUDWRU GHFLGHV WKLV LV QHFHVDSSURLQWKHW1HOPOLQHUDWLD
$VVHPEO\

4XHVWLRQV

D $ PHPEHU PD\ LI WZR GD\V¶ QRWLFH LQHZFULWWLDQJ\KDVENE
0RGHUDWRU RU WKH &RQYHQHU RI DPOQWW&RRHPPULWHWOH\VWLDOQJ\WRI
WKH $VVHPEO\ WR ZKLFK QR UHIHUHQFH LV PDGH LQ DQ\ U

E $ PHPEHU PD\ ZKHQ JLYHQ RSSRUWXQLW\ E\ WKH 0RGH
WKH $VVHPEO\ D TXHVWLRQ VHHNLQJ DSSGDWLRODQDOWRLRPDORWUH
ZLWKLQ WKH UHSRUW

F 4XHVWLRQV DVNHG XQGHU 6WDQGLQJ 2ZLGWKURXVWD GLQVFXE

3RLQWV RI RUGHU SHUVRQDO H[SODQDWLRQV GLVVHQW

D $ PHPEHU VKDOO KDYH WKH ULJKW WR ULPYPHHGLQDWFHDO\ORU
EHLQJ GRQH DQ\ RWKHU PHPEHU DGSUHDVLQJ XQWLO$VWKKPEH
GHWHUPLQHG WKH TXHVWLRQSRLRQWGRHRU U7KHHUGUHHFLWLVRRQQRWL
$Q\ PHPEHU FDOXQOLQHJFWWRVRROUGGHLHU LV OLDEOH WR FHQVXUH R

E $ PHPEHU IHHOLQJ WKDW VRPH PDWHULDO SDODUPW RHIDEW
KDV EHHQ PLVXQGHUVWRRG RU LV ELVSGOHDNNH\HUVPDU\PLWWHLOODQWK
0RGHUDWRU¶V SHUPLVVLRQ WR PDNH D SHUVRQDO H[SODQ
ULVLQJ VKDOO EH HQWLWOHG WR EH KHDUG IRUWKZLWK

F 7KH ULJKW WR UHFRUG LQ WKH PLQXWHV DRGLQVYEHQRW IU
JUDQWHG WR D PHPEHU E\ WKH 0RGHUDWRU LI WKH UHDVRQ
ZLWLQJ DSSHDUV WR WKH 0RGHUDSSWRDUODJWRRSKROORZLWWKKHQ%V

G 7KH GHFLVLRQ RI WKH 0RGHUDWRU RQ D SRLQW RI RUG
H[SODQDWLRQ RU RQ WKH ULJKW WR KDRYJ LGV FGXWWLHRQQ UHFQQ

$GPLVVLRQ RI SXEOLF DQG SUHVV

0HPEHUV RI WKH SXEOLF DQG UHSUHVHQW$DWWLHYPHELO\RXOOWKHVS
$VVHPEO\ RWKHUZLVH GHFLGHV DQG WKH\ VKDOO RFFXS\ V

&LUFXODWLRQ RI GRFXPHQWV

2QO\ GRFXPHQWV DXWKRULVHG E\ WKH *HQHUDRI6HKFUHWDU
$VVHPEO\ $UUDQJHPHQWV &RPPLWWHH PD\ EH GLVWULEXWI
PHHWLQJ

5HFRUG RI WKH $VVHPEO\

D $ UHFRUG RI DWWHQGDQFH DW WKH PHHPWLOQQMURDWWKK
$VVHPEO\ $UUDQJHPHQWV &RPPLWWHH PD\ GHWHUPLQH

E 7KHPLQXWHV RI HDFK KDOOVSURFPHHGLQJYDLODEOH LQ
QRUPDOO\ RQ WKH IRRORZLQJ GD\ 7KH\ VKDOO DIWHU DQ
RI D VXEVHTX&RQ FHUQLQJ WKH PLQXWHV RI WKH FORVLQJ
VXEPLW D PRWLRQ DSSURYHLQXOOWKFLQXWHVURWLRWKHLS$VVHPE
QHFHVVDU\ FRUUHFWLRQ E\ WKH RIILFHUV RI WKH $VVHPEO
PHPEHU PD\ DVN WR KDYH UHDG RXW WKH ZULWWHQ PLQXZ

F $ VLJQHG FRS\ RI WKH PLQXWHV VKDOO EHHFSHWWDUUYDG
RIILFLDO UHFRUG RI WKH $VVHPEO\¶V SURFHHGLQJV

G $V VRRQ DV SRVVLEOH DIWHU WKH $VVHPEORJHWPHHKHLUQZ
DQ\ RWKHU UHOHYDQW SDSHUV VKDOODEOHGSDX ERSKVHGGWWDE
PHPEHU RI WKH $VVHPEO\ HDFK V\QRG DQG ORFDO FKXUFK

6XVSHQVLRQ DQG DPHQGPHQW RI VWDQGLQJ RUGHUV

D ,Q DQ\ FDVH RI XUJHQF\ RU XSRQ SURSREMDLQ RI YDKRQ RWD
RU PRUH RI WKH 6WDQGLQJ 2UGHUV SURYEBLGGHGXWSKKDOWWWGUDWV
PHPEHUV RI WKH $VVHPEO\VSRUGVHFQHQWHDQG YRWLQJ VKDOO

E 0RWLRQV WR DPHQG WKH 6WDQGLQJ 2$GHURVOEKDRORR EH
EHIRUH EHLQJ YRWHG RQ E\ WKH $VVWHPEOLVRURQQ&RXQFLR
WKH $VVHPEO\ PD\ IURP DWLPHHQGWRRWWLVPH VXJJHVW

0 H P E H U V K L S   R I   * H Q H U D O

7 + (& 2 0 3 2 6 , 7 , 2 1   2)   7 + (% 2 $ 5 '
* 2 9 (5 1 2 5 6 $ 7
: (6 7 0 , 1 6 7 (5   & 2 / / (* (

7KH FRPSRVLWLRQ RI WKH %RDUG RI *RYHUQRUV RI :HVW
*HQHUDO $VVHPEO\ 7KH %RDUG ZDV ILUVW FRQVWLWXWHG
WKLV UHVROXWLRQ ZDV DPHQGHG E\ D IXUWKHU UHVROXWL
DUH DV IROORZV

7KHUH VKDOO EH D %RDUG RI *RYHUQRUV IRU WK
$VVHPEO\ FRQVLVWLQJ RI ILIWHHQ PHPEHUV DV IROOR

D D &RQYHQHU FKRVHQ IRU WKDW SXUSRVH

E D FOHUN RU VHFUHWDU\ WR WKH %RDUG FKRVHQ IR

F HLJKW RWKHU SHUVRQV RI ZKRP DW OHDVW WZR VK
WKH DGPLQLVWUDWLRQ RI EXLOGLQJV WZR VKDOO KDY
PLQLVWHULDO H[SHULHQFH

G WKH 3ULQFLSDO RI WKH FROOHJH H[RIILFLR

H D PHPEHU RI WKH WHDFKLQJ VWDII RI WKH &ROOHJ

I D VWXGHQW PHPEHU RI WKH &ROOHJH FKRVHQ E\ W

g PpJH 0`OH€`+Q V" ISFPO7•0pZVBVUV g PpA

3HUVRQV ZLWK H[SHUWLVH LQ PDQDJHPHQW HWF

  D 5HYG 1LJHO $SSOHWRQ

  E &DQRQ %ULDQ /RQJ

3HUVRQV ZLWK H[SHUWLVH LQ HGXFDWLRQ

 D3URIHVVRU 'HUULN)HUQH\ $QJOLD 5XVNLQ 8QLYHUVLW\

 E 5HYG &DQRQ $QGUHZ 1RUPDQ &DPEULGJH 7KHRORJLFD(

 F 'U -HDQ 6WHYHQVRQ

 G 5HYG)LRQD 7KRPDV 6HFUHWDU\ IRU (GXFDWLRQ DQ@Q

    5HY@0URIHVVRU @P€D 7K `ÀRÓ€0@UVDYG DPEUA Àpƒ00

   3HUVRQV ZLW @WB@@pHUL póH[SHXLDS Ð

  B`€5HYG € À S FND

  E 5HYN1R€j@€0À eHUB

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0LVVLRQ &RXQFLO DFWLQJ RQ EHKDOI RI WKH *HQHUDO $V
WKH SURYLVLRQV IRU WKH *RYHUQRUV RI :HVWPLQVWHU &R

    7KHUH VKDOO EH D %RDUG RI *RYHUQRUV RI WKH &ROO
FRQVLVWLQJ RI VL[WHHQ PHPEHUV DV IROORZV

  D D &RQYHQHU FKRVHQ IRU WKDW SXUSRVH

  E D FOHUN RU VHFUHWDU\ WR WKH %RDUG FKRVHQ IRU W

  F QLQH RWKHU SHUVRQV RI ZKRP DW OHDVW WZR VKDOO
DGPLQLVWUDWLRQ RI EXLOGLQJV WZR VKDOO KDYH H[SHUV
H[SHULHQFH

  G WKH 3ULQFLSDO RI WKH FROOHJH H[RIILFLR

  H D PHPEHU RI WKH WHDFKLQJ VWDII RI WKH &ROOHJH FKL

  I D VWXGHQW PHPEHU RI WKH &ROOHJH FKRVHQ E\ WKH V

0RUH *RRG 1HZV $FFRXQWV

7KH IRUPDO FRQVROLGDWHG DFFRXQWV RI WKH &KXUFK
DUH LQ SUHSDUDWLRQ ,W LV KRSHG WKH DXGLW SURFHVV
0LVVLRQ &RXQFLO

'HVSLWH WKH VPDOO GHILFLW GHVFULEHG DERYH WKH
UHVRXQFHV 7KLV LV EHFDXVH WKH 7UXVW DFFRXQWV LQFO
EXGJHW RQ ZKLFK 0LVVLRQ &RXQFLO QRUPDOO\ IRFXVHV 7
LV WKH LQFOXVLRQ RI WKH DFFRXQWV RI :HVWPLQVWHU &
'HFHPEHU WRZDUGV WKHZKLFKORRSPSRUWDSSHDLQIODWHV W
VKHHW %XW WKH $SSHDO LV HQRXJK RI D VXFFHVV VWRU\

(YHQ 0RUH *RRG 1HZV :HVWPLQVWHU $SSHD

7KH   *HQHUDO $VVHPEO\ DXWKRULVHG D ... P DSSH

,,, $VVHPEO\ &RPPLWWHHV DQG 2WK

1RWHV

7KH PRGHUDWRUV   WKH PRGHUDWRUV HOHFW

:HVW 0LGODQG 5WI6GQ-RDFN\ (PEUH\ 0UV 0DUJDUHW 0DUVKDOO
(DVWHUQ 6\QR5GHYG 'U &DWKHULQH %DOO 0UV /LQGD +DUUL
6RXWK :HVWHUQ 6\QRG 0U *HRUJH)DULV 5HYG 'RXJLH %
:HVVH[6\QRG 0U 3HWHU 3D\ 5HYG 0LFKDHO +RSNLQV
7KDPHV 1RUWK 6\QRG 0U 6LPRQ)DLUQLQJWRQ 0V (OL]DE
6RXWKHUQ 6\QRG 5HYG 'HUULFN 6HQD ']DQGX +HGLGR
            :LOVRQ
1DWLRQDO 6\QRG RI :DOHV 5HYG 6KHODJKWSROO6KUV 0UV 5
1DWLRQDO 6\QRG RI 6FRWODQG 5HYG &RQQLH %RQQHU 5H
>Q DWWHOLQGDXOWH 6HFUHWDU\ 0UV ,UHQH :HUQ > @
&RQVHQVXV $GYLVHU 5HYG 3DXOLQH %DUQHV > @
WRJHWKHU ZLWK VWDII VHFUHWDULHV PRGHUDWRUV¶ FKDS

      0LVVLRQ &RXQFLO $GYLVRU\ *URXS
&RQYHQHU 0RGHUDWRUV RI *HQHUDO $VVHPEO\
6HFUHWDU\ 'HSXW\ *HQHUDO 6HFUHWDU\
5HYG 'HUULFN 6HQD ']DQGX +HGLGRU > @ 5HYG (OL]DEHV
5HYG 1LFROD)XUOH\ 6PLWK > @
0RGHUDWRUV HOHFW RI *HQHUDO $VVHPEO\
,PPHGLDWH SDVW 0RGHUDWRUV RI *HQHUDO $VVHPEO\
>H[RIIL*FLRRHUDO 6HFUHWRQEUDU\ 7UHDVXUHU@

      +XPDQ 5HVRXUFHV $GYLVRU\ *URXS

&RQYHQHU 5HYG 5RZHQD)UUV HO@HÂ/ð0FURXSLWK VWDÀ *H0

&XD!mRUD +00FQD PL€HUOHWV@
5 DAP

7UDLQLQJ &RRUGLQDWRU 0U .HLWK :HEVWHU &RRSWHG
*HQHUDO 6HFUHWDU\ &OHUN WR $VVHPEO\ 6HFUHWDU\ I

5HVRXUFH 6KDULQJ 7DVN *URXS

&RQYHQHU 5HYG 3DXO :KLWWOH > @
6HFUHWDU\ 0U -RKQ 5HD
7UHDVXUHU 5HYG 'LFN *UD\
0LVV 0DUJDUHW $WNLQVRQ   0U 0LNH *RXOG   0
>H[RIILFLR +RQRUDU\ 7UHDVXUHU@

+XPDQ 6H[XDOLW\ 7DVN *URXS

&RQYHQHU   5HYG (OL]DEHWK &DVZHOO
'U -DFRE $GGR   0V .DUHQ &DPSEHOO   5HYG
0UV 9DO 0RUULVRQ   5HYG 1HLO 5LFKHV   5H

0HGLXP 7HUP 3ODQQLQJ *URXS
*HQHUDO 6HFUHWDU\ +RQRUDU\ 7UHDVXUHU
0V /LQGD $XVWLQ   5HYG 5RPLOO\ 0LFNOHP

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0LVVLRQ &RPPLWWHH
&RQYHQHU 5HYG 7UDFH\ /HZLV > @
6HFUHWDU\ 6HFUHWDU\ IRU 0LVVLRQ
0UV 3DW 3RLQHQ   > @   0U $QGUHZ 0XGKDUDUD
5HYG $QGUHZ :LOOHWW   > @   0UV 7HVVD +HQU\ 5REL
 PUVDÂàL LVR@ð€H° @ .Ä@ *èV @T€ P @
                    &RQYHQLÐ 0ð;U°`0à >RQ7
                    6HFUHWDU\ 6HFUHWDU\ ID? ¸T€P @ 5P

3URSHUWLHV DUH PDQD‎5JHHWLJUHG &RQSDWQHYLV‎’HRXVLLOOQJ RRW
0HPEHUV RI WKH ERDUG HWF PD\ EH REWDLQHG IURP WKH V

$VVHVVPHQW %RDUG

0HPEHUV QRUPDOO\ VHUYH IRU ILYH \HDUV DV WUDLQLQJ I

&RQYHQHU   'U *UDKDP &DPSOLQJ >   @
&RQYHQHU HOHFW 'U (ZDQ +DUOH\ >   @
5HWLULQJ   0U 0DUN +D\HV   0U 5RELQ 3HQFDYHO   5
                5HYG 3DXO)ORH
5HWLULQJ   0UV -XGLWK *DUWKZDLWH   0U 5RG 0RUULV
0UV 0DXUHHQ &DPSEHOO
5HWLULQJ   0UV $GHOOD 3ULWFKDUG   5HYG)UDQ]LVN
5HWLULQJ   0V $OH[%HGLDNR   0U %LOO *RXOG   5H
                5HYG 6KDKED] -DYHG

5HWLULQJ   5HYG 5XWK $OOHQ   5HYG .LP 3OXPSWRQ

(GXFDWLRQ DQG /HDUQLQJ &RPPLWWHH

&RQYHQHU 5HYG -RKQ 6PLWK >   @
6HFUHWDU\ 6HFUHWDU\ IRU (GXFDWLRQ DQG /HDUQLQJ
 0U &HOYRQ %LQQV   >   @   0UV /LQGVH\ &ROH   >
0V 6XH 0DWWKHZV   0U\/L]@%LUG   >   @
0U 0DO %UHH]H   >   @   0UV -XOLH -HIIULHV   >
5HYG 'U ,UHQH -RKQ   >   @   5HYG 'U -DFN '\FH   5HVR
5HYG 'DYLG 6DOVEXU\   6\QRG 'HYHORSPHQW 2IILFHU >

:LQGHUPHUH 0DQDJHPHQW &RPPLWWHH

&RQYHQHU 5HYG +RZDUG 6KDUS >   @
&RQYHQHU HOHFW 5HYG 0LWFKHOO %XQWLQJ >   @
0LQXWH 6HFUHWDU\   0UV -HQQ\ 3RXOWHU,   >   @
0U *UDKDP /DZ   >   @   'U 3HWHU &ODUNH   >   @   0U
5HYG -DQ $GDPVRQ   >   @
0UV -RDQ 6WRFNHU UHSUHVHQWDWLYH RI &DUYHU 0HPRUL
6HFUHWDU\ IRU (GXFDWLRQ DQG /HDUQLQJ

(GXFDWLRQ IRU 0LQLVWU\ 3KDVH   DQG   (0   6XE FR

&RQYHQHU   5HYG 'U 5REHUW 3RSH
0LQXWH 6HFUHWDU\   5HYG (OL]DEHWK *UD\ .LQJ (0   2IILF
9DFDQF\ (0 PLQLVWHU   5HYG 6XH)HQGHU (0 PLQL
0V 3DW 2OLYHU &5&:   5HYG 6WHSKHQ &ROOLQVRQ
9DFDQF\ 7UDLQLQJ DQG 'HYHORSPHQW 2IILFHU
9DFDQF\ 5HVRXUFH &HQWUH   6HFUHWDU\ IRU (GXFDW
>H[RIIL&FLRO@RYHQHU (GXFDWLRQ DQ@GF/UHHDWULDQLUQ JRU&RQPOLPQLVWWWHUHLH

(GXFDWLRQ DQG /HDUQLQJ)LQDQFH 6XE FRPPLWWHH

&RQYHQHU   9DFDQF\
0LQXWH 6HFUHWDU\ 6HFUHWDU\ IRU (GXFDWLRQ DQG /HDU
&RQYHQHU (GXFDWLRQ DQG /HDUQLQJ &RPPLWWHH
9DFDQF\
>H[RIIL+FRLRRUDU\ 7UHDVXQHOODUWWH&HKDLHOQHF\HQDQFH 2IILFHU@

5HYG 'U 0LFKDHO -DJHVVDU >   @   5HYG 'U 6DUDK +DOO

5HYG 'U 1HLO 0HVVHU   >   @   5HYG 'U 0DODFKLH 0XQHV

'LVFLSOL&RPPLWWRRHV3DQHO

 0HPEHUV VHUYH IRU ILYH \HDUV DV UHJXODU WUDLQLQJ LV
EH\RQG WKLV DV H[SHULHQFH LV HVSHFLDOO\ YDOXDEOH R

&RQYHOQLHVV .DWKOHHQ &URVV >   @
&RQYHQHU HOHFW   5HYG 'DYLG 6NLWW   >   @
'HSXW\ &RQYHQHU   'U -LP 0HUULOHHV >   @
6HFUHWDU\   0UV *ZHQ -HQQLQJV >   @
0HPEHUV
5HWLULQJ   5HYG +D]HO $OOHQ   0U 0LFN %DUQHV
0LVV .DWKOHHQ &URVV   0UV 0DU\ &XPPLQJV   0U 3HWH
 5HYG &KULVWLQH)RZOHU   0UV %DUEDUD *URRP   0U $
 5HYG 1DLVRQ +RYH   0U 3HWHU -ROO\   0UV %DUEDUD
0UV %DUEDUD 0DGJH   5HYG 1LFKRODV 0DUN   0UV 3DW
5HYG 6KHODJK 3ROODUGDOOLQH 8SVGHOO
0V (OL]DEHWK :KLWWHQ
5HWLULQJ   5HYG 0HU\O &RXUW   'U)LRQD /LGGHOO
 0UV 3DPHOD 6KDUS   0U 3DWULFN 6P\WK
5HWLULQJ   0U *HRIIUH\ 0LOQHV   5HYG 'DYLG 3DWWLH
        5HYG <YRQQH 6WRQH   5HYG :HQG\ :KLWH
5HWLULQJ   5HYG 1LFN $OGHP   0LVV -XGLWK +DXJKWR
5HYG &DURO\Q 6P\WK   0U 'RQDOG 6ZLIW   0U 'RXJODV
5HYG &UDLJ 0XLU   0U $OLVWDLU)RUV\WK   0U 'DYLG 5
5HYG -RKQ %UHPQHU   5HYG -DQH &DPSEHOO   0U .HLV
5HYG ,DQ .LUE\
5HWLULQJ   5HYG 3DXOLQH &DOGHUZRRG,   5HYG %LO
        6PLWK,   0U 5RJHU 7XFNHU,   0UV :HQG\ 'XQQ

0HPEHUV   0UV /L] 7DGG   >   @   5HYG 6WHYHQ 0DQG
H[RIILF&RRQYHQHU 0DLQWHQDQFH RI 0L&RQWUDU\6XE&RRPVXLU
 7KH 3HQVLRQV ([HFXWLYH UHSRUWV WR WKH 8Q%RGG5HWR
0DLQWHQDQFH RI 0LQLVWU\ 6XE FRPPLWWHH DQG WR WKH

,QYHVWPHQW &RPPLWWHH

&RQYHQHU   0U 5LFKDUG 1XQQ >   @
&RQYHQHU HOHFW   0U 'DYLG 0DUWLQ >   @
6HFUHWDU\   0V 6DQGL +DOODP -RQHV
0HPEHUV   0U %ULDQ +VVLHU >   @   5HYG 'LFN *UD\ >
     5HYG -XOLDQ 0DFUR >   @   0U $QGUHZ 3HUNLQV,
H[RIILFLR

Q]>

:RUOG &RPPXQLRQ RI 5HIRUPHG &KXUFKHV :&5& *HQ

5HYG 'U 6DUDK +DOO 0V (PPD 3XJK 5HYG 'U 'DYLG 3LFNHU
5HODWLRQV *HQHUDO 6HFUHWDU\

:RUOG &RXQFLO RI &KXUFKHV :&& &HQWUDO &RPPLWW
5HSUHVHQWHG LQGLUHFWO\

:&&)DLWK DQG 2UGHU &RPPLVVLRQ
5HSUHVHQWHG LQGLUHFWO\

&RQIHUHQFH RI (XURSHDQ &KXUFKHV $VVHPEO\
6HFUHWDU\ IRU (FXPHQLFDO 5HODWLRQV

7KH 'LVFLSOHV (FXPHQLFDO &RQVXOWDWLYH &RXQFOR
5HYG 5RZHQD)UDQFLV 5HY 3URIHVVRU 'DYLG 7KRPSVRQ 6

&KXUFKHV 7RJHWKHU LQ %ULWDLQ DQG ,UHODQG &7%
*HQHUDO 6HFUHWDU\

&7%, 6HQLRU 5HSUHVHQWDWLYHV¶)RUXP
*HQHUDO 6HFUHWDU\ 6HFUHWDU\ IRU (FXPHQLFDO 5HODWL

&7%, (QYLURQPHQWDO ,VVXHV 1HWZRUN
5HYG 'DYLG &RDNHU 5HYG 'U 'DYLG 3LFNHULQJ

&7%, &KXUFK DQG 3XEOLF ,VVXHV 1HWZRUN
0V 0DULH 7UXELF 6HFUHWDU\ IRU &KXUFK DQG 6RFLHW\

&7%&KXUFKHV¶ &ULPLQDO -XVWLFH)RUXP
0UV :LOPD)UHZ

&7%, 6WHZDUGVKLS 1HWZRUN
0UV)DLWK 3DXOGLQJ

&7%, &KXUFKHV¶ ,QWHUQDWLRQDO 6WXGHQWV¶ 1HWZ
0V (OHUL (YDQV >   @

&7%, &RQVXOWDWLYH *URXS RQ 0LQLVWU\ DPRQJVW &
0UV .DUHQ *ovacaisvcon*

&7%, ,QWHU 5HOLJLRXV 1HWZRUN
6HFUHWDU\ IRU (FXPHQLFDO 5HODWLRQV

&7%, 5DFLDO -XVWLFH 1HWZRUN

6HFUHWDU\ IRU 5DFLDO -XVWLFH DQG 0XOWLFXOWXUDO 0LQ

&7%, &KXUFKHV¶ 1HWZRUN IRU 0LVVLRQ

6HFUHWDU\ IRU 0LVVLRQ

&7&KLQD)RUXP

5HYG 'U :DOWHU +RXVWRQ

&KXUFKHV 7RJHWKHU LQ (QJODQG &7(

&7(QDEOLQJ *URXS

6HFUHWDU\ IRU (FXPHQLFDO 5HODWLRQV

&7(&RRUGLQDWLQJ *URXS IRU /RFDO 8QLW\

5HYG .HYLQ :DWVRQ 6HFUHWDU\ IRU (FXPHQLFDO 5HODWLR

&7&KXUFKHV 7RJHWKHU IRU +HDOLQJ

5HYG 'HERUDK 0F9H\ 5HYG 9LYLHQ +HQGHUVRQ > @

&7(&KXUFKHV¶ -RLQW (GXFDWLRQ 3ROLF\ &RPPLWWHH

0U *UDKDP +DQGVFRPE

&7(&KXUFKHV¶ 7KHRORJ\ DQG 8QLW\ *URXS

6HFUHWDU\ IRU (FXPHQLFDO 5HODWLRQV

&7(*URXS IRU (YDQJHOLVDWLRQ

6HFUHWDU\ IRU 0LVVLRQ

&7(6SLULWXDOLW\ &RRUGLQDWLQJ *URXS

5HYG 6XH +HQGHUVRQ

&7(&KXUFKHV¶ 5XUDO *URXS

5HYG 'DYLG +HUEHUW

• ° •@0 &7(&C Q€D° Gà &C @ pLXH ` R

0LVV (PPD 3XJK 5HYDFDSOHFLHHU 5DQG FR RSWHG
6HFUHWDU\ IRU (FXPHQLFDO 5HODWLRQV

5RPDQ &DWKROLHG 5HIRUPHG &KXUFK %LODWHUDO 'LDO

5HYG 3URI 'DYLG 7KRPSVRQ 5HYG 'U -RKQ %UDGEXU\ 5HYG
0DOFROP 7RZQVHQG

6WDII 6HFUHWDU\ UHVSRQVLEOH WR EH GHFLGHG

8QLWHG 5HIRUPHG &KXUFK &KXUFK RI (QJODQG 6WXG\

5HYG 1LFROD)XUOH\ 6PLWK FR FRQYHQHU 5HYG 7LP 0HD
(OL]DEHWK :HOFKÐ ·H 6HFUHWDU\ IRU (FXPHQLFDO 5HODWL

5HYG 1à€U   (D `D`Gpp $RSG 0 0`DU € € pp G HDp0 @u 04DQ`pQ

.
                                                                    pH
• 8 ³X /€ *•Ã & @D /€ & /€8 *8 k ó(8 `G p0

                    5 pOY G pTW SU 64WD PDpPW30Bl G S0 6 ~ð`P1 A 0WW Pp 0
                    5HYG pPYÉG 1H àQV #ï`0
                    •PFDQF€g
                    6HFUHWDU\ IRU *S(FDpUR G

P   `W

&DPEULGJH 7KHRORJLFDO)HGHUDWLRQ

&RQYHQHU :HVWPLQVWHU &ROOHJH *RYHUQRUV

29(51256 2) &2//((6 $1' 6&+22/6 :,7+ :+,&+ 7+(81,7(' 5()250(' &+85&+ ,6 $662&,$7('

&DWHUKDP 6FKR5HYOG 1LFROD)XUOH\ 6PLWK > @

(OWKDP &ROOHJ5HYG 7HUU\ 6SDUNV > @

:DOWKDPVWRZ +DOOV,VDEHO +HDOG > @

0LOWRQ 0RXQW5)H)RXQGDWLRQWROOHU > @ 5HYG 'HUHN 5LFKDUG :HOOV > @

0UV +LODU\ 0LOHV, > @ 5HYG .HYLQ 6ZDLQH > @

6LOFRDWHV 6FKRRO

5HYG 6WHYHQ .QDSWRQ > @ 0UV 6XH /HH > @ 0UV 'U 0RLUD p

0 0s0 0Q •Àb C'P5HQ 9u0 U > 0à YL €€•p0 \,5 â€)) D "u

0U *UDKDP 6WDF\ > @   'U -RKQ 7KRPSVRQ > (

'U %ULDQ :RRG@DOO   5HYG 'HUHN :DOHV ,> @

'LVFLSOHVKLS DQG :LWQHVV %RDUG RI 7UXVWHHV

0UV 3DWULFLD +XEEDUG >IURP EHIRUH @

3XEOLFDWLRQV 'HYHORSPHQW *URXS

9DFDQF\

(QJOLVK +HULWDJH¶V 3ODFHV RI :RUVKLS)RUXP

0U 3HWHU :HVW &RQYHQHU RI WKH /LVWHG %XLOGLQJV $G

DWRdÀ @ V0 GUXQ p L G0@ À#"P ``0UU U Yrfu`p 0DWQ :RH

ÀEHIRUH ÇÍWÜÂ/`M DWR`m %VP%\Ó QEì0ÀÈOUR U 'P2W3

– 3•P p bh LÂ07 ÁP>L U¶V

@ O00p LR0 D@PEO ÀðT°€ ” 'HµPLUm0

1RPLQDWLRQ &RPPLWWHH

6XSSOHPHQWDU\ 5HSRUW

8QLWHG 5HIRUPHG &KXUFK 7UXVW

7RZDUGV WKH HQG RI   D UHVLJQDWLRQ IURP WKH 8QLWH
:DNHPDQ WKH :HVW 0LGODQGV 6\QRG 7UXVW DQG 3URSHUW
VHUYH XQWLO $OWKRXJK QRUPDOO\ DSSRLQWPHQWV
WR WKH 7UXVW 5HYG 3URIHVVRU 'DYLG 7KRPSVRQ DVNHG
0LVVLRQ &RXQFLO LQ 0D\   UDWKHU WKDQ GHOD\ WKH DS
0LVVLRQ &RXQFLO EH DVNHG WR PDNH DQ DSSRLQWPHQW
EH HOLJLEOH IRU UHDSSRLQWPHQW LQ   IRU WKH QRUPD

$V WLPH ZDV OLPLWHG LW ZDV DJUHHG WKDW RQO\ 6\QRG
6RXWK :HVWHUQ :HVVH[DQG :DOHV DQG WKDW WKH VHDUF
H[SHUWLVH RI ILQDQFH DQG SURSHUW\ ,Q DGGLWLRQ I
*HQHUDO $VVHPEO\   E\ WKH &RQYHQHU RI (TXDO 2SSRU
PDNH VWUHQXRXV HIIRUWV WR DGGUHVV WKH FXUUHQW JHQ

7ZR QRPLQDWLRQV ZHUH UHFHLYHG ERWK PDOH +RZHY
FDQGLGDWHV LW ZDV DJUHHG WKDW WKH\ EH IRUZDUGHG
DSSURSULDWH WR UHSODFH 0UV :DNHPDQ

$ UHFRPPHQGDWLRQ ZLOO EH VXEPLWWHG YHUEDOO\ WR 0L

$SSRLQWPHQW RI 'HSXW\ 7UHDVXUHU

)ROORZLQJ WKH GHFLVLRQ WR DSSRLQW D 'HSXW\ 7UHDVX
+XPDQ 5HVRXUFHV $GYLVRU\ *URXS WR UHFUXLW D VHDUF
FRPPLWWHH PDGH XS RI PHPEHUV ZLWK ILQDQFLDO H[SHU

6H[XDO (WKLFV $GYLVRU

,VVXH

7KH 6H[XDO (WKLFV 6WHHULQJ *URXS 6(6* ZDV IRUPHG LQ

(QVXUH DZDUHQHVV UDLVLQJ IRU SUHYHQWLRQ

5HPLW	6($* $FWLYLW\	3ODFH LQ 8

D (QFRXUDJH
  LQIRUPDWL

3

REGULATION REDUCED AND SIMPLIFIED IT IS BELIEVED
PLANNING THROUGH A NEW NATIONAL PLANNING POLICY FR...
OF THE LISTED BUILDINGS ADVISORY COMMITTEES

IN   THE LISTED BUILDINGS ADVISORY GROUP REPORTE...
OF WALES TO W...ITHHED(ECAWEROM...STICAL EXEMPTION ARRANGEM...
INFORMATION IS THAT THE NEW ARRANGEMENT BY WHICH
CHURCH BUILDINGS IN WALES WILL FALL UNDER THE CONT...
DEVELOPMENT AND IMPLEMENTATION OF A NEW HERITAGE
ARRANGEMENTS CONTINUE AS BEFORE AND THE SYNOD'S ...
GROUP

General

AS INDICATED EARLIER IN THIS REPORT THE FACILITY
A VALUABLE CONCESSION THE SYNODS ARE VERY WELL SER...
ADVISORY COMMITTEES SOME OF WHOM HAVE BEEN INVOLV...
BETWEEN THEM THEY PROVIDE THE SYNODS WITH CONSIDE...
CANNOT GO ON FOR EVER HOWEVER AND ALTHOUGH THE Y...
VIABLE DESPITE DIFFICULTIES OF RECRUITMENT THE TI...
ALTERNATIVE ARRANGEMENTS MEANWHILE DISCUSSIONS ...
REQUIRED WHEN NEW MEMBERS ARE RECRUITED

0,66,21 &281&
±   0$<

0LVVLRQ &RXQFLO $GYLV

&RPPXQLFDWLRQV SURWRWRFRO

0&$* DJUHHG WKH VXEVWDQFH RI D QHZ FRPPXQLFDWLRQV
HIIHFW IURP WKH 0D\ 0LVVLRQ &RXQFLO

8SGDWH IURP WKH MRLQW PHHWLQJ RI 0L
0HWKRGLVW &RXQFLO

)ROORZLQJ WKH MRLQW PHHWLQJ ZLWK WKH 0HWKRGLVW
ZDV KHOG LQ -DQXDU\ EHWZHHQ WKH 0HWKRGLVW &RQQH[
8QLWHG 5HIRUPHG &KXUFK LQFOXGLQJ WKH $VVHPEO\ 6W
VWDII 7KH FRPELQHG IRUXP UHIOHFWHG IXUWKHU RQ RXU
RI VSHFLILF ZD\V LQ ZKLFK WKH WZR GHQRPLQDWLRQV FR
RI WKH .LQJGRP 6XEVHTXHQWO\ WKH 6WUDWHJLF 2YHUVLJKW
FRQVLGHUHG WKH RXWSXW RI ERWK PHHWLQJV

:KLOH PDQ\ 0HWKRGLVWV HVSHFLDOO\ WKRVH ZRUNLQJ L
NHHQ DV PDQ\ LQ WKH 8QLWHG 5HIRUPHG &KXUFK IRU EO
PDGH LQ FRPLQJ FORVHU WRJHWKHU 0LVVLRQ &RXQFLO G
QDWXUDOO\ ORRN WRZDUGV WKH &KXUFK RI (QJODQG IURP
EHWZHHQ WKH WLPH WKH MRLQW PHHWLQJ DQG LWV WZR DF
WDNLQJ SODFH WKH 0HWKRGLVW &RQIHUHQFH DJUHHG W
)LHOG SURMHFW RQ WUDLQLQJ 7KHVH ZLOO UHTXLUH D J
DQG VWDII WR EULQJ WR HIIHFWLYH IUXLWLRQ 7KLV ZRU
LW LV FHUWDLQO\ YHU\ PXFK LQ WKH LQWHUHVV RI WKH &
WKRURXJKO\ DQG FUHDWLYHO\ DV YLWDO HFXPHQLFDO UH
WUDLQLQJ FRXOG EH DW VWDNH

:LWKLQ WKLV QHZ FRQWH[W WKH 85& 0HWKRGLVW /LDLVR
RXW ZKDW RWKHU ZRUN WR EULQJ WKH WZR &KXUFKHV FO
ZLOO UHSRUW WR WKH 6WUDWHJLF 2YHUVLJKW *URXS ODW
VXJJHVWLRQV PDGH

,Q WKH FRQWH[W RI RWKHU EXVLQHVV FRPLQJ WR 0LVVLR
LW LV LPSUREDEOH WKDW DQ\ PDMRU FKDQJHV LQ VWUXF
ZLOO KDSSHQ TXLFNO\ 7KHUHIRUH 0LVVLRQ &RXQFLO PLJ
GHFLVLRQV SHQGLQJ VXFK SRVVLEOH EXW XQNQRZQ FK

7KH ILYH QRUWKHUQ V\QRGV 6FRWODQG 1RUWKHUQ 1RU

PHHWLQJ IRU RIILFHUV DQG UHSUHVHQWDWLYHV LQ 6HSW

PRUH FORVHO\ WRJHWKHU 6LQFH WKDW WLPH WKHUH KDV

OLIH EHWZHHQ WKHP +RZHYHU IRUWKFRPLQJ VHDUFKHV

H[SORUDWLRQ EDFN LQWR IRFXV +RZDUG 6KDUS LV GXH

-XQH 5RZHQD)UDQFLV FRPSOHWHV KHU WHUP DV PRO

Analysis of Student expenses financed by URC 2011-12

	by RCL		
	Northern	Scottish	Westminster
Students: 50 in total			
35 recipients of a grant	11	3	21
15 part timers on expenses only	10	1	4
	21	4	25

Expenses by category

		e-o	g-m
Travel Home to College	£29,034	753	507
Claimed by 40 students			
Paid at 25p per mile or actual cost.			
Can be 3x per year or 2x per week			
Travel on placement/internship	£30,008	182	779
Claimed by 34 students			
Paid at 45p per mile or actual cost			
Books and stationery	£1,967	131	n/a
Claimed by 9 part time students			
Computer grants	£3,837	33	95
Claimed by 11 students, mostly first-years			
Removal/resettlement grants/expenses	£5,790	n/a	165
5 awarded grant at start of course - total £5142			
5 claimed smaller sums, e.g. van hire			
Board and Lodging	£51,279	770	1,135

This varies by RCL and type of course:
- At Northern this represents charges by Luther King House for accommodation, meal coupons and soft drink machines.
- At Scottish it depends on the home base of the student and the location of their studies.
- At Westminster these are the subsidised charges made to

- x Warm to Scenario A because of local focus
- x Would desire enhanced communication between Synods

- x Preferred scenario
- x Would make most difference to local churches

- x   *– some like it but acknowledge that it's going to look as if we made*

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Scenario B

- x Retains balance between management/trustees and pastoral
- x retains current regional/national ecumenical engagement
- x

- x Best option with variance
- x Fewer than 13 synods

- x We like B
- x Proportions need examining
- x Not all 13 Synods will survive
- x il3j/P 002(1.04d 008EMC /P AMCprac11.04 Tftic 1B kandCID c.79EMC /5(e)TTj /C21 1rgeTD 21 3j /-1.8211.04

x   geographic challenge   much greater without districts
x

x   examine what worked in districts and implement
x   keep local gatherings
x   do we need to restructure