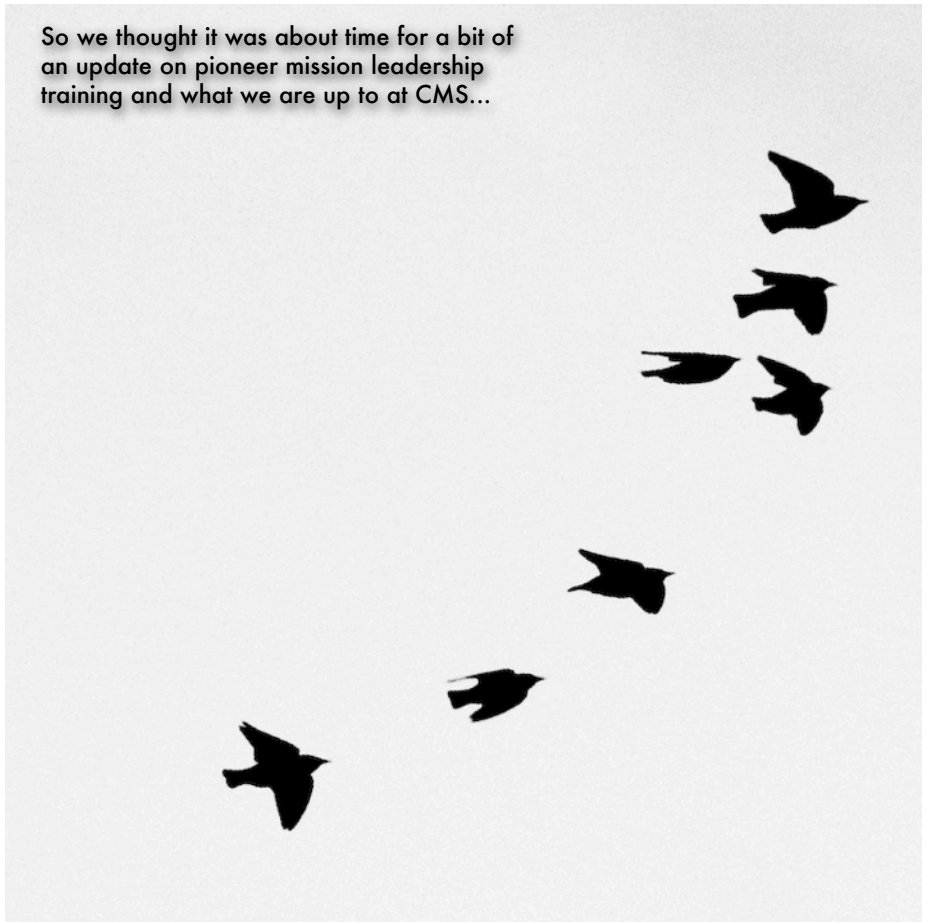




So we thought it was about time for a bit of an update on pioneer mission leadership training and what we are up to at CMS...



## We're getting ready to fly and looking for pilots!

### CMS is developing training for pioneer mission leaders

CMS has actually been involved in training pioneer mission leaders for over two hundred years for mission in contexts and cultures all round the world so it's not exactly a new thing! But it's definitely a shift of gear from what we've been up to in recent years.

CMS has been a huge part of helping get mission on the agenda of the church in Britain in recent years and that has happened in remarkable ways - download this report -

<http://jonnybaker.blogs.com/files/cmsjourney.pdf> for my (Jonny's) take on what we have been doing. As part of this we have done training for dioceses, groups of leaders, developed courses and days. But now that mission is so much more on the agenda we are shifting emphasis to provide a more coherent training pathway for pioneer mission leaders.

This will be for training both lay and ordained.

If you are reading this I suspect you know all that already and want to know where we have got to so without further ado here are the important bits of info...

Having investigated lots of training courses and approaches we have found the most incredibly flexible Foundation Degree for ministry on our doorstep in Oxford.

We intend to pilot with a small cohort of pioneer students from Sept 2010.

Assuming this goes well (and we are convinced it will - we are actually very excited about it), we will then be developing a prospectus, web site, and all the trimmings to launch fully in Sept 2011.

We have written a fuller more formal report for the Regional Training Partnership (an Anglican way of organising theological education in areas) and others. This is attached at the end of this document and outlines exactly why the foundation degree is so

good and how we see the wider learning journey mapping out. So do have a read of that.

Key things for us are flexibility so that we can approach the training through a mission lens, it is designed to be learning where the mission leader stays in context and is able to reflect on their practice on the job, and the assessment is practical.

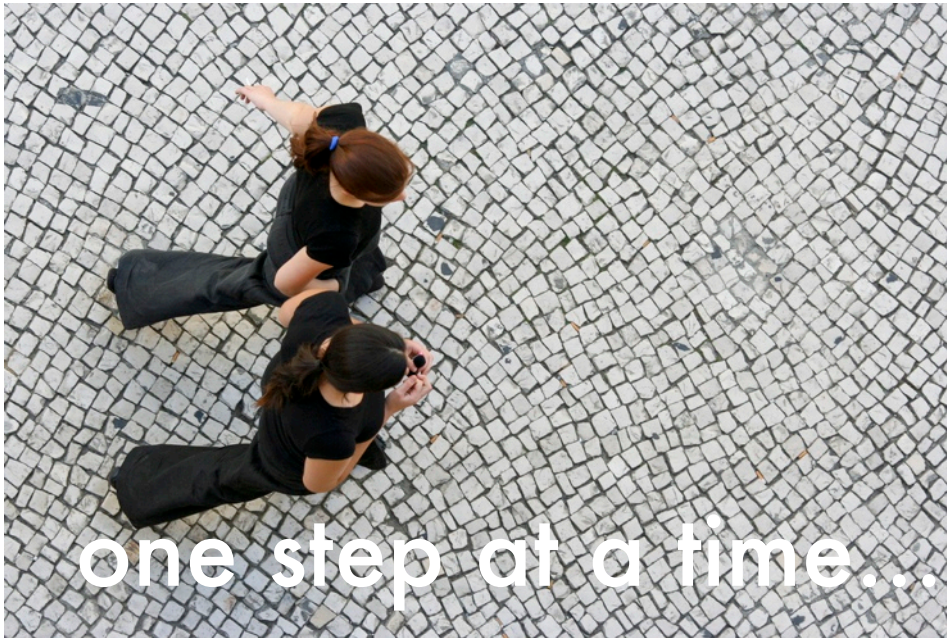
*"A pattern of training, mentoring and apprenticeship 'on the job' should be developed, rather than outside or apart from the mission situation where the leader (or potential leader) is exercising their ministry"*

**Mission Shaped Church**

Pilot planned for Sept

# 2010

In September 2010 we are planning to pilot the training with a small group of willing pioneers. Whilst it might seem like a risk - we are not yet experienced in the foundation degree - actually we think it will be a really exciting opportunity to work with a smaller group and help shape the course for the future. So if you are interested in being part of this pilot group let Jonny or Cathy know and let's meet up and talk about it. Whilst it is a pilot, it will still be the real deal - a fully fledged programme of learning which will continue on to get a foundation degree.



## So where exactly have you got to?

It has been quite a complicated process to line up the various pieces for this and we're not quite there but nearly. So here's the exact situation...

1. We are presenting this at the RTP meeting next week to ask for their steer, advice, wisdom and hopefully blessing to proceed with creating a new pathway for training in the area. It's not news to them. We have done a lot of meeting with all the partners to canvas opinion, let them know thoughts, and so on. And our overall impression has been that we are being received positively as bringing something unique to the area.

2. If you are not getting ordained then in a sense it's easy. We'll be in business with a pilot small group from Sept 2010 and fully from Sept 2011.

3. If you are getting ordained as a pioneer we have had discussions with Ministry Division and will be speaking further about next steps. See the right hand sidebar for more info - we can take some OPMs subject to the candidates panel as part of the pilot and will look to be validated formally beyond that.

4. We will be meeting with the others who run the course and the University to plan next steps for the pilot. Students will come under the auspices of one of the existing partners for the pilot but we will still be delivering the training/learning.

5. We are waiting for the above meetings before we are able to develop a business plan and work out the monies for what

the course will cost students and so so on though we have begun that.

6. We have already had several creative meetings where we are developing the curriculum and how we can overlay pioneer mission leadership training with the framework of the foundation degree. What is exciting about it is that it is not a difficult process. The framework precisely affords such an approach. But we will continue to work on that - both the content and the pattern of delivery. The delivery we know will be part time - a combination of weekends, a residential week and days or evenings with most time spent in context doing the pioneering.

7. It's not just about curriculum though! Read the learning journey part of the appendix to see how we plan to develop mentoring, communities of practice and a learning community amongst other things that will be as important to the formation (there I used that much loved word of theological educators!). We will planning to stretch out the foundation degree over 3 years (though it's flexible) so that we can create space to include some things that we think will be important for pioneers that don't easily fit with the framework.

8. For CMS people in mission going to other contexts there are a number of other courses that get used. These are still options and this will add in another set of options. It will immediately be accessible for people in the UK but we will be discussing and developing how it can fit for others where appropriate.

9. We have an advisory/reference group meeting for the first time at the end of April.

## What if I'm getting ordained as a pioneer - an OPM?

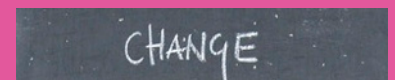
Great. Train with us!

### Validated training pathway

The foundation degree we are using is used by other partners (3 dioceses and a college) for ordination training so Ministry Division of the C of E know its structure. We will be working to get the way we plan to deliver this pathway validated with Min Div for Sept 2011. So if you are selected via a diocese it will be a pathway you can persuade your training officer and bishop to consider. If you are selected/sponsored through CMS (yes watch this space) then of course we would love you to use this. For the pilot (Sept 2010) it can also be a pathway for an OPM. In this instance Min Div have advised us that there is a candidates panel that considers individual cases and can approve this as the route for someone or as part of a mix of training for someone. We'd quite like one or two OPMs to be part of the pilot! So we hope this option will be tested. The key question really is whether you are interested in training that is entirely framed through a cross cultural mission lens for pioneering in different contexts. That is our edge, our thing, our gift, our obsession! If not we won't be the right pathway. There are other routes out there that have different edges.

## Selection

CMS is exploring with the C of E selection for ordination. This is possible because we are now a community of the C of E with a visiting bishop. We expect to hear if we are in business on this at the beginning of May but don't foresee any problems. But until that happens we can't really do much more. We'll keep you posted!



# a few random samples of the sort of things we'll be including...

Starting something from nothing

Old and New testament in a mission perspective

Leadership teams in the new environment

Creativity, imagination, and improvisation

Sink or swim - pioneering experiments

Creating church - forms, models, theologies

Contextual theology and mission

Entrepreneurial skills

Gospel and culture(s)

Mission case studies

Mission spirituality

Sustainability



## What about the bible and theology?

We have had an interesting few comments from people that run along the lines of saying that people have their heads wrapped around the mission and pioneering stuff and what they really want from training is biblical studies and theology, the pieces they feel they are missing. To allay any anxieties about that, the modules on the foundation degree have one on the bible, one on old testament, one on new testament

as well as theology in motifs/themes and in church history. The difference will be in the approach we take. These subjects will be considered through a mission theology and the story of God's mission in the scriptures and in the church. We think this will be pretty exciting. We also think being able to read and reflect on the bible and theology with other mission leaders wrestling with how that connects in practice with the culture and communities they are part of will make it all come alive in a very dynamic way.

We appreciate that there will be people who think that what we are developing is a bit mickey mouse but then again Mickey hasn't done so badly!

## Join in!

We hope this update helps answer some of your questions. Thanks for your patience. Lining all of this up is tricky - espe-

cially trying to line up accreditation (with Uni), validation (for ordination), flexible pathway (for assessment and to teach through a mission lens), the internal machinations and politics of the Church of England and still manage to do something creative and brilliant! It's kind of pioneering itself... But we're getting there.

We are hoping to line up two things shortly. One is an evening for potential supporters - people who want to know what we are doing, pray for it and contribute towards funding it - a group of friends and supporters to help see it through the development years. Secondly we plan to organise a day (or evening depending on what suits people best) to get people interested in the pilot together. Let us know if you'd like to be invited to one or both of those or know other people who you think would be interested

Peace  
Cathy, Jonny

**pioneer**

MISSION  
LEADERSHIP  
TRAINING  
UPDATE  
APRIL2010

Do get in contact with with Jonny Baker or Cathy Ross if you want to chat further, have specific questions, or be on an e-mail list to stay in the information loop

[jonnybaker@btopenworld.com](mailto:jonnybaker@btopenworld.com)

[cathy.ross@cms-uk.org](mailto:cathy.ross@cms-uk.org)

CMS Crowther Centre  
for Mission Education

# Pioneer Leadership Training

Prepared by: Jonny Baker and Cathy Ross

April 2010

## Background

CMS has a history of pioneer leaders in mission who have crossed borders, shared the gospel in new cultures and contexts, planted churches, built schools, catalysed indigenous mission movements, developed leadership training, effected social transformation, changed the world. There have been huge cultural shifts from modern to postmodern times, with the accompanying post-colonial challenge of letting go of power from the West in Africa and Asia and the development of CMS as a network connecting regions and nations, the realization that Europe is a mission context, shifting communication technologies, and changing financial realities. It is a new world and a new mission environment.

As a community of the Church of England CMS have also been involved in the last 10 years journeying with others to effect change and help recover a church that is mission hearted and shaped. The church has now recognized that alongside those leaders with the gift or skill set for being a pastor/teacher the church also needs pioneers. There is now a designated pathway for ordination – OPM – ordained pioneer minister, for those with this call and gifting. And the Ministry Division of the Church of England has invited CMS to become a normative pathway for training pioneers, both lay and ordained.

The report Mission Shaped Church contained a number of recommendations in relation to leadership and training out of which the designation of pioneer ministry was created. Two in particular are worth noting here -

13. A course, college or other institution with specialist skills in cross-cultural mission should be identified within each region, to provide key training modules and facilitate cross-cultural mission experience and learning.

15. A pattern of training, mentoring and apprenticeship 'on the job' should be developed, rather than outside or apart from the mission situation where the leader (or potential leader) is exercising their ministry.

## Research

Over several months we have explored the various models and theories of training and learning, theological and missiological education, and entrepreneurial training to learn from them to inform the development of the training of pioneer mission leaders. This has included looking at theological colleges and courses and the Church Army evangelism training. We have also gathered together groups of pioneers and educators to listen and dream and invite them to help shape what we might create which has proved very creative. Ministry Division of the Church of England are currently undertaking a review of the current provision of training for Ordained Pioneer Ministers but at the time of writing it is not yet available though we will be very interested in its findings.

One of the key questions for us was whether or not we could find something that already existed that would be flexible enough to be used as a framework and pathway for training pioneers. Ideally it would also be a route that was validated by Ministry Division as a route for ordination. This would be a lot simpler than developing something entirely from scratch and would save the process of having to get something new validated through the house of bishops and so on.

## Foundation Degree in Ministry

The upshot of the research has been that we think the best fit for training pioneers in ministry is the Foundation Degree in Ministry offered through Oxford Brookes University which has partners of Oxford, Guildford, Salisbury Dioceses and OMC. There are a number of reasons why this course seems to be such a good fit.

1. It is on our doorstep
2. It is designed for contextual learning. This is the way that mission leaders best learn, the way recommended by the Mission Shaped Report and the favoured approach by virtually anyone you talk to involved in working with pioneers.
3. The portfolio method of assessment is very flexible both to the individual and to the learning context. It means that the course can appeal to leaders who are not just suited to academic written assignments.
4. The framework of the modules of the course is designed to overlay the criteria for selection in the Church of England and the outcome statements following the Hind report. We have been really encouraged by how natural a fit this seems for training pioneers. Having feared that something like this might feel too constricting if taking a framework for training for ministry in general, actually there is no point at which we feel this is a difficult fit. This in large part is due to the intentional creation of a framework from the Hind report that encourages creativity and flexibility.
5. The flexibility of learning outcomes and gifts and competencies. The structure of the course is modular and each module has a descriptor with learning outcomes. These allow for creativity in how a module might be delivered. The gifts and competencies are also adaptable and can be added to easily enough where new ones are identified.

6. It will be delivered part time. It can be delivered through a series of residential weekends, weeks and days or evenings with the majority of time based in context.
7. It is relatively inexpensive.
8. There are no limits to the number of students - there is a limit to funded government places (and that is open to change if there is a change of government or policy) but beyond that other students can do the course.
9. Delivery can be undertaken beyond Oxford. Because CMS is a national (well international) community it will be really helpful to us to have flexibility regarding where training might take place. Whilst initially we envisage a cohort in and around the RTP, Brookes have no problem if some of the residentials or tutor groups were to meet outside of Oxford, and would be open to exploring what possibilities there might be for students learning more remotely.
10. It works for both lay and ordained students and is being used in this way by existing partners. CMS is both lay and ordained and we envisage offering training for both. We will be able to use this both for training pioneers in the UK context but also who will be pioneering elsewhere in the world.
11. Potential for additional learning. The other partners use and offer the BA and MA based on the same portfolio structure. Whilst we want to start small it is exciting to know that these options are available to students who either complete the Foundation Degree or who come in with a degree already.

## Partners

We have met with the existing partners in the degree who have been incredibly welcoming and supportive of CMS getting involved. This has been a very heartening experience. We have also sought to meet with people in the RTP, and in particular members of the board leadership to be transparent about our desire to develop a training pathway for pioneer mission leaders and seek their advice and opinions both about how it fits in the region and about how to proceed. Again this has been very warmly received which we have appreciated. We participated in the recent two day gathering of people interested in training pioneers in the region and welcomed and are very happy to work with the suggestions of collaboration either on module development or delivery through the Fresh Expressions/Pioneer Ministry sub group of the RTP. We have also met with Ministry Division to outline our hopes and followed their advice in seeking out an already validated pathway. And they have also welcomed CMS getting involved in bringing a cross cultural mission approach to training pioneers.

## A Pilot Year

We have met with Martin Groves at Brookes University and he is very keen to work with CMS to make this work. His suggestion for the way forward is that we do a pilot year from September 2010 with a few students who come under the auspices of one of the existing partners - Oxford Diocese or OMC being the most obvious ones. This will give us a chance to work with a smaller initial group and wrap our heads around the portfolio system. We would be able to work with the partners so that we deliver some of the modules and collaborate on some. We hope to do this from September 2010 as advised. If this goes well we would look to explore becoming a fully fledged partner and launching more publicly and fully from September 2011. Students for the pilot will be recruited informally rather than through a prospectus and formal channels.

## The Learning Journey

Whilst the focus above is on the Foundation Degree, that is one part of how we see the overall learning journey, community and formation of pioneers. These are some of the other pieces that we see as part of the mix.

### a) Selection, location and sustainability

We are keen that people learning with us are genuinely pioneering in mission or able to do so. So there will be a process of during which that will be explored. This will include exploring where and what the student will be pioneering along with the question of how it will be sustainable. The money part is seen to be both a part of the pioneering challenge and part of training. For OPMs how what they pioneer relates to either the CMS community or a diocese or another region will need consideration.

### b) Mentoring

Finding a good mentor or mentoring team is crucial. Learning mentors from the developing community in mission and in future growing alumni will be connected with the pioneer to help them shape their mission and to help them grow and develop as a person, leader and mission disciple (part of formation).

### c) Community of practice/ Network of practitioners

A community or network of practitioners will be identified that the pioneer can connect into for ongoing support. Part of this will be pioneers training at the same time but it might also be for example the network Church on The Edge for someone planting a new expression of church with young people currently outside of the bounds of church, or the community of practitioners amongst new spiritualities or the network of small missional communities, new monastics or the Network of Entrepreneurial Talent.

d) Learning plan

A learning plan will be developed for each pioneer suited to their particular context alongside the Foundation Degree. Some of the learning we will offer will be beyond what is necessary for the degree.

e) Learning Community

The pioneer is part of a community of pioneers who learn together. This is as formative and important as the actual training itself. The pioneers will worship, eat, pray, reflect, and learn together. This community will be lay and ordained. There will be opportunity to connect with other pioneers in national collaboration and RTP collaboration around delivery of summer schools and so on as these are developed. For those getting ordained there is a richness in developing friendship with people getting ordained not as pioneers. This will be explored in the RTP.

f) Practice and Reflection

We aim to develop and nurture reflective practitioners. Our ideal for people who are able to do so is to train and learn as they do – i.e. practice/reflection or action based learning. The learning will involve pioneering in practice and then reflecting on that practice theologically with others.

g) Personal study and reflection

The Crowther Centre of Mission Education library is a brilliant resource for students with computer facilities. The modules have recommended texts and assignments to direct students learning and personal study but with encouragement to explore beyond the assigned texts.

j) Spiritual and character formation

CMS is a mission community with a shared rhythm of life. An important part of the learning will be to develop a pattern of life and prayer that fuels a life of mission drawing on the breadth of mission spirituality both individually and communally. This spiritual and character formation will include shared worship and prayer, annual retreat, and meeting with a spiritual director or equivalent mentor.

k) Cross cultural experience placement

Each pioneer will be encouraged to take a cross cultural experience placement for an extended period to experience pioneering in a very different context. The CMS and Faith2Share global network is ideal for making these sorts of connections for people. This could be an option for the individual study module.

l) Lifelong Learning

For each pioneer the training and learning is considered to be an ongoing lifelong question. And in one sense our experience is that it is healthy if someone does one piece of learning, goes away and puts it into practice and then comes back later when they are asking more questions. But for OPMs an overlay will be developed for ongoing practice and reflection that fits with IME 4-7 either by CMS or a diocese or the two in partnership.

## Next Steps

The original proposal (that was to be brought to the RTP board meeting in January) for CMS to get involved in developing pioneer training in the RTP was inevitably less developed and we were at that stage exploring a number of options for pathways. That document was written with a view to asking the RTP board for its advice and a steer on how to proceed. This more developed proposal is still brought in that spirit to ask for advice, wisdom and input on these plans while they are still at the stage of being developed. We have appreciated the welcome given to having CMs in the RTP with the unique mission lens and experience that we bring to the mix.

Some of our immediate next steps are

1. Wait for the RTP to approve or reject or reshape our proposal. If approved...
2. Meet with Martin Groves to discuss next steps
3. Meet with FDA partners (Keith in particular) to work on details of next steps
4. Overlay curriculum with FDA framework and develop pattern of course
5. Work with Ministry Division to meet their requirements for pioneer training
6. Recruit for pilot