

Put away
the map
and chart
a different
course

pioneer mission leadership training



Pilot Year Report

Summer 2011

A Summary

The pilot year of the Pioneer Mission Leadership Training has been a success. As a result of this CMS is committed to continue training pioneer mission leaders into the future.

Ten students have engaged with the training in the pilot year - seven are doing the whole course and three particular modules. We have now developed and delivered the first third of the modules for the Foundation Degree.

The students' feedback on the course has been overwhelmingly positive - it has helped them as persons, as mission leaders, in ways that can be applied practically in their ministries and in developing the projects and communities they are part of. It has also quickly developed a very supportive learning community and group of friends on the course. Perhaps this is best summarised in Sarah's comment 'This course is life to me'. They have produced some really creative and good work in their portfolios through the year.

Financially the year has done better than the business plan. We expected CMS to underwrite the pilot year to the degree of £23k but this has worked out at £14k. There are challenges ahead with changes to funding in higher education but this has been an encouraging start.

Gaining approval for training Ordained Pioneer Ministers in the Church of England has been a slower journey than anticipated so we are now aiming and expecting to gain approval for this from September 2012. But we have developed an exciting partnership with Ripon College Cuddesdon, which is ready to roll.

The region (South Central Regional Training Partnership) have been hugely welcoming and positive of CMS training. In recognition that it is quickly becoming the key

hub for pioneers in the region the RTP have invested in a worker part time to develop the hub for pioneers in the region which is rapidly gaining momentum.

We have developed a web site for the course which has a fresh look and feel and will grow in information and inspired content. There is now also a Facebook group for pioneers in the region, which is buzzing.

We have also produced a prospectus, 4 newsletters, a scheme to develop a network of pioneer friends, an advisory group made up of quality people, held three open days, been busy recruiting students for next year and beyond, developed an evaluative measurement process for the course, and begun to explore how CMS people in mission traveling elsewhere in the world can join in with with the training.



“This course is life to me”

[Sarah]

The Pioneers

In terms of thinking about the year the best place to start is with the pioneers. That's what it is all about after all. There's not time to tell everyone on the course's story but here's snippets from three pioneers on the course, something of what they are up to and how the course hopefully has supported them in that ministry.

Matt

Matt had recently moved to Rugby with his family. They wanted to quite quickly develop a new project to pioneer. Since September Matt has been able to work with the deanery to shape vision and raise funds for pioneering mission amongst young adults in that area. Structures and funds are now in place though there are still details to sort out. He has literally just started out on this pioneer ministry. Matt has found the course challenging as he has had to rethink ideas around mission and ministry. In the year he has become



a mission associate with CMS which has helped give him support, direction and credibility.

Andrea



Andrea's ministry is with people outside of the church - spiritual seekers and those on the margins. She runs a project in Kingston called Sacred Space. During the year she has grown in confidence and developed a team around her who she can work with and inspire in mission. She has also begun reading the bible with seekers, worked at mind body spirit fairs sharing Jesus, and run an arts project in the university. Reflecting on the year she says "It's just been fantastic - it's made a difference to my whole life. I have loved the stimulation, discussion, and learning and what I've learned has directly impacted my work. I feel so much more confident about what I am doing. A lot of what I have done up till now has been mainly intuitive so now I'm getting the foundations in place to help. "

Helen

Helen has done one module on mission spirituality, a Resource weekend and the retreat on the Scottish Island. This course came at a good time for her to follow a dream that she had to begin to shift to focusing in ministry more outside of the church than in it. Two outlets for this are a comedy club, which is thriving, and her local gym one day a week to build spiritual health and fitness into the mix of wholeness at the gym. She raised some funds for this and launched out into that in January for one day a week. It has been an adventure in which she has developed friendships with staff at



the gym through which to share faith and life. She will be back to do a module on missional entrepreneurship this autumn as she continues to pursue this focus more outside of the church into the future and reflects on how that can be sustained.

A few more reflections on the pioneers...

We have had ten students engage with the training - 7 signed up for the whole course and 3 to do individual modules. One has taken a pause due to being overly committed - hopefully to re-engage in a year or two. All are in a context where they are pioneering something in mission.

All are lay. None are ordained (though two or three may explore that in the coming years). They are from a range of denominations with about two thirds in Church of England contexts.

They are pioneering amongst people at the margins, with spiritual seekers, on a parish housing estate, with young adults, homeless and addicted teenagers, with comedians and at gym clubs and YMCAs.

Whilst doing the course several have started new things and raised money and structures for that.

They have completed university portfolios packed with creative content - this has been very well received, so much so that Jonny Baker was invited by Oxford Diocese to talk about the creative content with their learning mentors as an example for how the portfolio type assessment lends itself to creative approaches.

The furthest they travel at the moment is from Eastbourne and West Bromwich.



“It is the only course I want to do hence I come all the way to Oxford from Eastbourne”

[Karlie]

Encouragingly the students are pioneers. We seem to have attracted people with amazing talent - with that kind of prophetic and evangelistic ministry, people who as we say have the gift of not fitting in. There is a lot of creativity and energy and imagination in the group for what it means to join in Christ's mission in the world.

They have been a really supportive community together and are now in

two small groups to help one another in an ongoing way.

They have struggled. We have had several days where we have shared what the challenges have been and are and there has been lots of heartache and tears alongside the joys and successes.

It's been an ongoing challenge to fit everything in to a busy life - with work, family, finance, and study to juggle in various degrees. But it's largely been managed.

They have read lots of books and joined that up with practice - Exiles, Prophetic Imagination, and Transforming Mission are three that seem to have particularly sparked.



“The course has been affirming as a process of who I am” [Rich]

The Pilot Year

We have developed and taught 5 modules this year. We began with **Faith Seeking Understanding**. This helps students begin to think about how to reflect on their experience in mission and pioneering and connect that with theology. In many ways this shatters the often hidden view of theology as a body of knowledge served up by experts to something that we all engage in. And various tools and resources were introduced on the way.



We explored **Mission Spirituality** - a mix of vocation with all students having to write mission statements reflecting on who they are as people before God and their gift and calling, alongside developing a rhythm of prayer and spirituality to fuel a life of mission. At a meal after this module finished we had a remarkable evening sharing our various mission statements/creative responses to that.

We explored **the Bible as a Big Story** with an intense few days getting into the mission narrative of the scriptures. And then also explored the **Mission Story of the Church** - looking at how the church has grown in mission in different directions and continents. This was a full on module with lots of reading and students each exploring and presenting a story of a pioneer.

Then in the summer we got into **Mission in Contemporary Society** - covering a mix of making sense of the culture we're in and mission approaches. Whilst this sounds grand it was actually a mix of theory and practical down to earth stuff. For example we spent a morning discussing with pioneers who had started new projects what they actually did for the first 6 months.

There were two **Resource weekends** - in Sheffield and Reading. On these we meet people involved in mission in their location and hear their stories and reflect on what we might learn from them. These are always inspiring.

Then we joined CMS community summer mission week to meet with and hear stories of people engaged in mission elsewhere in the world and to reflect more on crossing cultures.

We **worship and pray** together each time we meet to root what we do in God. Students lead the majority of these sessions

A range of people have contributed with a strong commitment to having teaching from people who are or know about pioneering mission. And we have tried to bring pioneers in to modules to add a strong practical application emphasis.

All students undertook a retreat - we offered a couple of suggestions but people could equally do their own thing. The two organised ones were a retreat on the South Coast with a community from South West London exploring prayer, and a trip to an uninhabited Scottish Island with a group from a community in Dunoon which was totally amazing.

“It's just been fantastic - it's made a difference to my whole life” [Andrea]

Through the year we have also had several days that we have called **Sink or Swim** which are where we reflect on real challenges and questions faced in ministry contexts to explore and reflect on how we might respond to those. They have been both challenging and hugely important. These have now shifted to two smaller support groups.

And we have shared meals and laughter and friendship and tears in what has become a really strong learning community.

The Hub

Andy Freeman has joined the team to help develop a hub for pioneers in the region. This is a really exciting development. Andy, who lives in Reading, is a pioneer minister and part of a local community called Reconcile of the 24/7 prayer movement.



These are the sorts of things we hope to see happen in the next three years in the region:

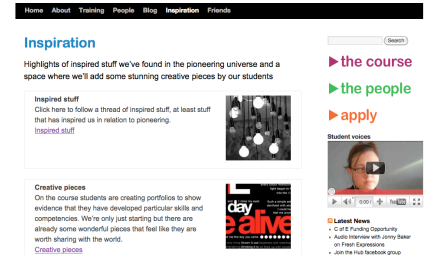
- a network of pioneers
- an annual gathering of some sort
- a network of mentors/coaches
- development of good practice and policy for pioneers in dioceses and districts
- collaboration between training providers so that pioneers get best training possible
- practitioner sessions at cms

Andy is only working for us nine hours a week so all this will take a while. But it's exciting and wonderful that the region has agreed to fund this post and great that Andy has been appointed. (The South Central RTP – Regional Training Partnership covers training across five dioceses – Oxford, Portsmouth, Winchester, Guildford, Salisbury and colleges. It's this body that has made the appointment and seconded Andy to be in the pioneer team at CMS).

Training Ordained Pioneers

Part of the reason for setting on this course of developing pioneer ministry training was at the invitation of the Church of England who reflected that because of CMS' experience in training pioneers in mission for other contexts over two hundred years we could really help with training pioneer ministers in the UK, both lay and ordained. We are in a process with them of seeking to gain approval for training ordained pioneer ministers but this has been slower than we hoped. Having expected to be training ordained pioneer ministers from Sept 2011, we are now planning and expecting to be able to train them from Sept 2012 subject to approval. We have several people in the wings waiting which is great.

Web Site + Prospectus



We have developed a fresh looking web site and prospectus for the course and the hub. If you visit the web site -

www.pioneer.cms-uk.org

- click on subscribe to e-mail notifications on the right hand side of the front page to receive information and you can also download a prospectus from there.

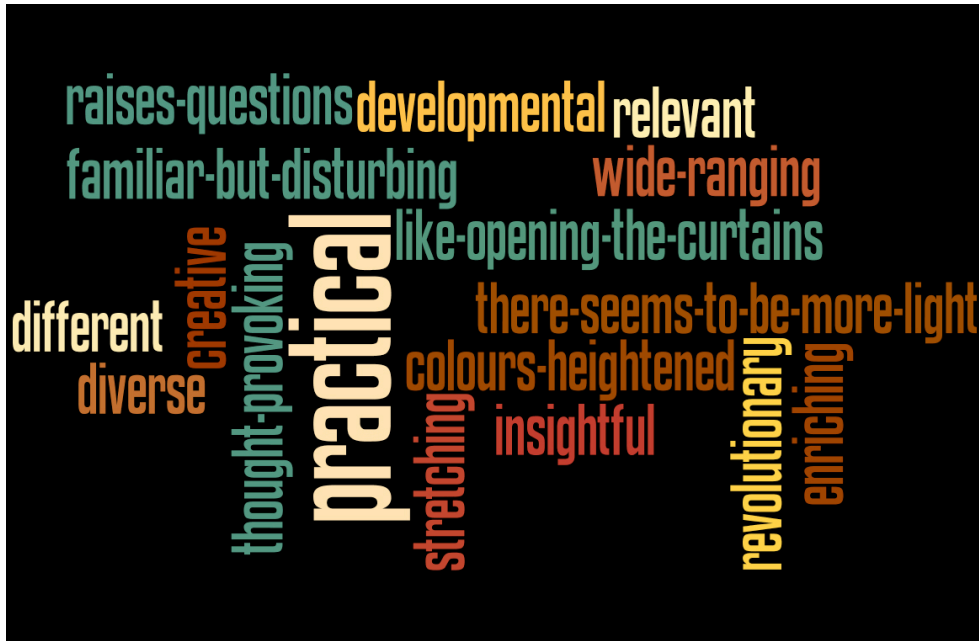


Evaluation

We have created a number of ways of trying to measure and evaluate the pioneer training. Many of these are either geared to evaluating the whole course or longer term. It is going to take several years to gauge the impact of the training through what students go on to do which will be the real sign of transformation. But we have captured information on the various modules and the first year through student evaluation forms and feedback. A number of quotes from these are scattered throughout this report. One of the questions we ask in relation to each module is for students to describe their gut responses and we create a word picture from these. Below is the one for the whole course and then on the following two pages for two of the modules accompanied with a couple of quotes on each module to give you a flavour.

Wordle Impression of the Pilot Year

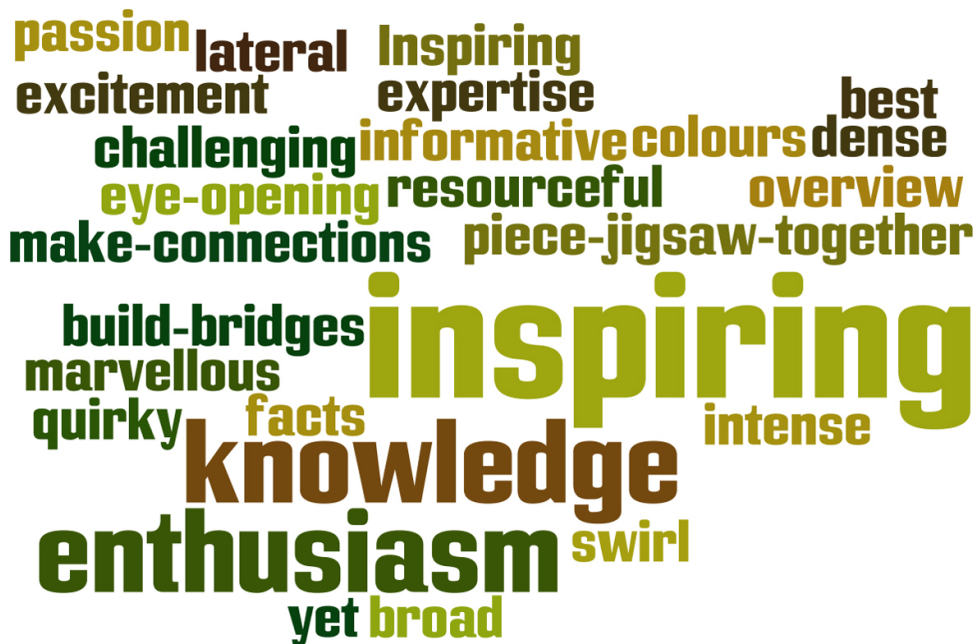




“Like opening the curtains when it has snowed in the night. Things look different, there seems to be more light, colours are heightened, though at the same time onward travel may be more difficult.”

“I enjoyed talking about our own experiences and applying what we were learning in our real life”

The Bible's Big Story Module



“Best yet. A marvelous overview to put the pieces of the jigsaw together. To build bridges and connect.”

“This has been my favourite module so far and I really feel that it has given me a hunger to read the Bible more. It has already had an impact on the relationship with my wife in reading the Bible together and my work at the YMCA.”

Monies

This year has been better than planned. Here are the predicted monies for the year in the business plan and the actual monies. To sum this up CMS have underwritten the course to the tune of £14k in the year rather than the expected £23k. We have been given money and more has been pledged for the next year from grant making bodies which has been gratefully received. Since we started higher education, monies have changed drastically so following the break down of the pilot year monies is a reworked plan for year's one and two and ongoing.

Forecast Budget for Pilot Year as Outlined in the Business Plan

Phase 1 - Development and Pilot Year	Expenditure	Income	Notes
Direct costs			
Salaries			
course leader	36800		80% time
p/t Admin	10400		2 days/week
guest lecturers	500		4 days @ £125
Indirect costs			
Prospectus	2500		design and print
Mailing	800		mailshot of prospectus
Web site	3000		design
Advertising	9600		12 half page ads @ £800 each
Admin costs	1000		stationary etc
Residential modules	1600		Resource weekends and CT
Overhead costs			
Library	60		£15 membership fee
Rent	2300		Venn (£115/day x 20 days)
Facilities costs	3384		desk, IT, phones (235 per desk per month)
Project research, monitoring and evaluation	7194		
Fees			
Student fees		6000	4 students doing 6 modules at £250 per module
CMS Investment			
Investment from core funding		23000	
Subtotals	£79138	£29000	

Actual Monies for Pilot Year

Phase 1 - Development and Pilot Year	Expenditure	Income	Notes
Direct costs			
Salaries			
course leader	36800		80% time
p/t Admin	6934		8 months admin rather than 12
guest lecturers	1481		
Indirect costs			
Prospectus	1024		design and print
Mailing	0		mailshot of prospectus
Web site	37		done internally
Advertising	1500		
Admin costs			very little other than electronic
Residential modules	578		
Overhead costs			
Library	120		£15 membership fee
Rent	2300		
Facilities costs	3384		
Project research, monitoring and evaluation	0		
Income			
Student fees		7250	29 modules taken
Grant from trusts and foundations		27987	
Other earnings		1895	
Other income		3194	
CMS Investment			
Investment from core funding		13832	
Subtotals	£54158	£54158	

Reworked Financial Plan for Year One

Pioneer Training Year Two	Expenditure	Income	Notes
Direct costs			
Salaries			
course leader	36800		80% time
p/t admin	10400		2 days pw
asst lecturer	7500		1 day pw
guest lecturers	5000		
Indirect costs			
Prospectus	0		use from previous year
Mailing	500		mailshot of prospectus
Web site	100		done internally
Advertising	2500		
Admin costs	500		
Residential modules	6400		400 per student per year
Practitioner sessions	400		
RTP membership	1000		
Overhead costs			
Library	240		£15 membership fee
Rent	4600		
Facilities costs	4000		
Open days x 3	500		
Income			
Student fees		20000	80 modules taken
Grant from trusts and foundations		30000	money already pledged
Other earnings		1500	other speaking commitments etc from jonny
Other giving		3000	link churches
Subtotals	£71100	£54500	

Notes:

1. The expenditure is reduced from the original business plan, attempting to make the course as good value as possible, re-using the prospectus and streamlining in advertising by not outsourcing of evaluation and web site.
2. There is no income from ordained students due to approval being delayed and no HEFCE income due to changes in higher education funding.
3. The grant income is already pledged which is hugely encouraging.
4. We are starting a pioneer friends scheme this year to raise support from individuals.

Reworked Financial Plan for Year Two

Pioneer Training Year Three	Expenditure	Income	Notes
Direct costs			
Salaries			
course leader	36800		4 days pw
p/t Admin	15600		3 days pw
asst lecturer	15000		2 day pw
guest lecturers	7000		
Indirect costs			
Prospectus	0		use from previous year
Mailing	500		mailshot of prospectus
Web site	100		done internally
Advertising	2500		
Admin costs	1000		
Residential modules	11200		400 per student per year
Practitioner sessions	400		
Overhead costs			
Library	400		£15 membership fee
Rent	6000		
Facilities costs	5900		
Open days x 3	500		
Income			
Student fees		30000	
Ordained pioneer minister fees		12000	assuming 4 OPMs
Grant from trusts and foundations		15000	money already pledged
Other earnings		1500	other speaking commitments etc from jonny
Other giving		3000	link churches
Pioneer friends		20000	new individual supporters scheme
Subtotals	£102900	£81500	

Reworked Financial Plan Ongoing

Pioneer Training Ongoing	Expenditure	Income	Notes
Direct costs			
Salaries			
course leader	36800		4 days pw
p/t Admin	15600		3 days pw
asst lecturer	24000		4 days pw
guest lecturers	7000		
Indirect costs			
Prospectus	1000		use from previous year
Mailing	500		mailshot of prospectus
Web site	100		done internally
Advertising	2500		
Admin costs	1000		
Residential modules	14400		400 per student per year
Practitioner sessions	400		
Overhead costs			
Library	500		£15 membership fee
Rent	6300		
Facilities costs	6400		
Open days x 3	500		
Income			
Student fees		32000	
Ordained pioneer minister fees		36000	assuming 4 OPMs per year
Other earnings		1500	
Other giving		3000	link churches
Pioneer friends		22500	
Subtotals	£117000	£95000	

Notes:

1. Once there are three years of OPMs there will be more student income. We may get more but we have estimated on 4 OPMs per year group.
2. Student income is on the basis of £250 a module which is very good value. Perhaps we should consider fees going up to £300 a module? There will be a university fee for any students taking the FDA award. We could charge students directly for that. I suspect it will be around £1000
3. The £24k HEFCE income in the original business plan is no more so I have replaced it with friends income.
4. This leaves the figures exactly in line with business plan - i.e. an investment per annum from CMS of £22k

Looking Forward

- We will be adding in the second year's set of modules. Some modules are of particular interest to individuals and we have already had several book in for the missional entrepreneurship week. We will be adding the final year's set for the following year.
- We will complete the approval process for training ordained pioneer ministers in the Church of England in partnership with OMC, Ripon College with a view to take OPMs from Sept 2012.
- We will explore the possibility of using the MA in ministry.
- Several others are re-imagining theological education through the lens of mission elsewhere in the country and in other parts of the world. We will develop networks to share learning and practice.
- We will explore a pathway for connecting with pioneers who are looking for ongoing training once in a post.
- We will develop possibilities for people in mission traveling elsewhere in the word to use the training as a suitable pathway.
- We will explore the development of the pioneer training in an ongoing way for people who are in remote locations - e.g. a mission partner who has completed some modules and wishes to do more elsewhere.
- We will be adding a placement that is cross cultural in to the mix for third year students.
- We will be navigating the choppy waters of higher education with funding changes. In preparation for this we are launching a pioneers friends scheme - a way for individuals to support the pioneers, and we hope to develop a bursary fund for students.

“This is no moribund group of Christians quietly fading into crumbling stonework, I come back to the parish here with excitement for the future.”

[Sarah]

Thank you!

“Thank you to all the individuals who have supported this pilot year as friends, as encouragers, as advisory group members, as RTP enthusiasts, as partners in the foundation degree, as grant making trusts, as supporters of the students, as hosts of meals, as teachers of modules, as Ripon College staff, as Oxford diocese staff, as missionaries, as admin support, as designers of web site and communications, as fund raisers, as fellow team members and of course as pioneer students who took the risk of being part of the pilot. It's been a huge effort all round that in true CMS fashion has started small against the odds in a time of financial pressure, but birthed something that is stacked full of potential to help share Jesus and change lives in our world today.”



[Jonny Baker, Course Leader]

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