

CHRISTIAN LEADERSHIP REFLECTIONS

Values Statement Development

Originally written in 2012

To discern our values, we reviewed all board minutes from 1972 to 2011 and all available strategic and annual action plans, and we surveyed our corporate members, former and present directors, and staff. One value, *Ecumenical in service, Evangelical in identity*, is so pervasive throughout our history that it requires separate discussion to convey how important it is to us.

Ecumenical in service, Evangelical in identity

Over the years, the board revisited this value several times, and each time reaffirmed in the end that though CCCC would be evangelical in identity, membership would be open to organizations of all faiths and secular organizations as well.

1. From the very first board meeting in 1972, the founders decided that membership would be open to “all interested parties.” The only restriction was that a member must be a Canadian registered charity. The founders were willing to serve not only ministries from all branches of Christianity but also any secular charity willing to join an evangelical association. They reasoned that most of what they wanted to do through CCCC would be of benefit to any charity. Even today, there are a few non-Christian members who value the administrative help and are not deterred by the theological aspects of the work we do. An evangelical statement of faith was approved at the first board meeting to which directors had to subscribe but our members did not. It is identical to the statement we have today (2012) except that it did not have the words “His death and resurrection” as part of what we believe about Christ. These were added in May 1999.
2. In October 1974, the board decided to continue with a self-perpetuating board because it was “desirable and indeed essential for the protection of our evangelical integrity.”
3. In 1979, the application for incorporation says that our objects are to promote the Gospel, religious ideals consistent with the Bible, and the Christian principles of

stewardship. The objects beg the question, who was the constituency at that time? The constituency was never limited to Christian charities but defined very broadly as “charitable organizations,” in line with the sentiments already expressed at the founding meeting.

4. Our willingness to serve the full body of Christ was affirmed when a Roman Catholic agency applied to join CCCC in February 1981. There was considerable discussion about allowing a non-evangelical organization to join CCCC, but, in the end, the board voted to admit the charity. The membership criteria were confirmed by the board as being 1) adherence to the CCCC Code of Ethics and 2) the financial statements are in order. Status as a registered charity likely was assumed as a given. Frank Luellau, the first Executive Director of CCCC, in an interview with the KW Record published Nov 24, 1984, repeated the commitment to serve any charity that was comfortable with CCCC as a Christian organization providing them with information.
5. When the Standards were introduced, the original draft (obtained from the Evangelical Council for Financial Accountability) required a Certified member to have an evangelical statement of faith. In January 1983, the board removed the word “evangelical” and left it that Certified member applicants need only be Christian to be certified.
6. Following the creation of a Certified membership class, the board agreed in June 1984 that only Christian charities could apply for the Basic membership class. Thus, secular charities could no longer be CCCC members, but any Christian ministry could. It’s not apparent that this decision was implemented, or, if it was it was later reversed (there is no record of this), because the membership requirement today is that any registered charity can join as an Affiliate member if it agrees to our Code of Ethics (which does not include matters of faith at that level of membership).
7. In May 2000, a motion to require Certified members to have a statement of faith not inconsistent with CCCC’s statement was defeated. The effect of the defeat was to affirm that for Certification, we do not require an evangelical statement of faith, just a Christian one.
8. The board considered this matter again in June 2003 and again agreed that only a Christian statement of faith would be required.
9. In May 2004, the board decided that CCCC should maintain its present identity as evangelical and keep a broader perspective about members, who need not be evangelical.

Since the board has considered and decided nine different times over 40 years to maintain an evangelical identity while serving ecumenically, it seems clear that of all the possible values CCCC could have, “Ecumenical in service, Evangelical in identity” is our most fundamental, core value.

Other Values

At its meeting on February 25, 1977, the board reviewed the objectives of CCCC and came to the following conclusion as recorded in the minutes: We need to give quality before broadening the base. Quality appears to be considered as a strategy rather than a value. Quality has never been listed explicitly as a value, but 30 years later (as listed below) it became an implicit value as part of the explicit value of excellence.

The 2002 strategic plan contained the first list of our corporate values that can be found. They had been in place for many years at that point, but their origin is unknown. The corporate values at that time were:

- Cooperative programs and activities for and among constituents
- Collaboration with other like-minded organizations to benefit constituents
- Promotion of harmony, unity, and inclusivity among people of different racial, ethnic, denominational, and other backgrounds
- Servant leadership in the wider community
- Modelling and sharing “best practices” with our constituents
- Excellence in the areas of management, personal and organizational integrity, financial stewardship, and trustee relationships
- Provincial, national and international relationships with governments and others to advance our mission, and where appropriate, cooperative defence of traditional legal rights of Christian ministries and their workers
- Model good governance and strive to elect qualified and committed corporate members and directors

In October 2003, the staff came up with some aspirations for CCCC that reveal their values:

- Excellence in biblical stewardship
- Assisting Christian charities to serve the Lord with excellence and integrity, and enabling our testimony to reach far and wide
- Practising what we preach

- Christian charities see their stewardship not just as accountability but as a witness to the world

Since 2004, the staff's team values have been:

- Dependability, Productivity, & Quality
- Desire to Serve
- Knowledge
- Competence
- Respect
- Initiative
- Communication

At the June 2007 board retreat the following core values were noted:

- Integrity
- Excellence
- Christian perspective (Advancing the kingdom, Christ-centred, Spirit-led)
- Relevance
- Teamwork
- Respect
- Innovation

The themes at the retreat included:

- Connectedness
- Credibility
- Competence
- Leaps forward in awareness
- Leveraging our resources
- No feeling of competition (focus on our mission, not on others)

By the end of the retreat, the board felt that God's message to us today is:

- It's really all about "Honour God in all we do"
- Ethical/moral impacts
- Not losing focus on God himself—even the practical requires Spirit/God focus
- Modelling our values and the reminder to "Love one another"

The 2009 action plan was arranged by things we value:

- Relational
- Christian Unity

- Open-Handed
- Practical Application
- Exemplar
- Early-Adopters
- Credibility and Expertise
- Serve Entire Leadership Teams
- Strengthen Ministries
- National Scope

The current (2012) survey of corporate members, directors, and staff affirms these values:

- Comprehensive - serving small charities, remote charities, employees and volunteers, old and young
- Interdependence - need each other to grow strong ministries
- Integrity
- Service to all Christian and non-Christian charities
- Strong Christian witness and Christ-centredness, both in terms of our advocacy role and in presenting theologically sound information to our members
- Continuous improvement
- Unity of the church, including partnering or cooperating with other ministries
- Excellence

Scripture provides four core values that every ministry should have:

LOVE

God is love (1 John 4:8) and everything a Christian does must reflect God's love. We are commanded to "be devoted to one another in brotherly love" (Rom 12:10). In John 13:34-35, Jesus gives a new commandment to his disciples: to love one another. Love must be the overarching guiding principle for all relations between Christians, and hence between their organizations.

ORDER

God is a God of order, not confusion. "Everything should be done in a fitting and orderly way...Live in harmony with one another (1 Cor 14:40; Rom 12:16; see also Col 2:5)." If we reflect God's character, then ministry leaders should want to work harmoniously and in collaboration with other ministries. Paul always started a new work by first associating himself with what God was already doing in the area. He also recognized the need to be in fellowship with the leadership in

Jerusalem (Acts 19:1-7; Rom 15:23; Acts 15). The strategy should be to see what can be done together.

UNITY

Our God is one, and he is Lord of all. Christ is not divided, and neither should his church be divided (1 Cor 1:13). Since we work with multiple churches and denominations, we ought to promote Christian unity.

VOLUNTARY MUTUAL SUBMISSION

There is a scriptural bias towards mutual submission. We see voluntary mutual submission modeled in the life of Jesus (who made himself a servant to his own followers) and made explicit by Paul (John 13:5-10; Eph 5:21). A theologian says the shared responsibility that all believers have for the life of the church implies mutual submission.¹ CCCC cannot operate as an entity unto itself. It is a member of a community of ministries and must take the welfare of the community into account for everything it does. This requires good communication, advance discussion about our plans, transparency, sensitivity to the different sub-sectors of our community, and accountability for our actions.

Corporate Values

Pulling all the above together, and separating out some items that are more strategies than values, the board approved the following corporate values. They are listed here to have a full record of their development, but the corporate values were later made more succinct, and the final version is below under the heading Current Corporate Values.

ECUMENICAL IN SERVICE, EVANGELICAL IN IDENTITY

- As evangelicals, we desire to be a witness to the unity found in the Lord Jesus Christ by serving the entire Christian church in Canada and their personnel throughout the world.
- We are committed to advancing the mission of the church by being Christ-centred and Spirit-led so that we can help Christian ministries think theologically about their work and apply their faith in all aspects of operating a Christian organization.

¹ Miroslav Volf in Longenecker's Community formation in the early Church and in the Church, Hendrickson 2002, p 232.

- Recognizing that the local church has a special place in Scripture and in the life of the believer:
 - We respect the local church as the primary gathering place of Christ's followers.
 - We respect the role of the local church's denominational structure.
 - We believe that the ultimate aim of our work, and that of every other specialized Christian ministry, is that someday, somehow, whether directly or indirectly through our work, a local church somewhere will grow and be strengthened.
- We pledge that we will:
 - Be devoted to all Christ's ministries in Christian love,
 - Do everything in a fitting and orderly way and live in harmony with our fellow ministries,
 - Promote Christian unity, and
 - Voluntarily live in mutual submission with all Christ's ministries, thinking of their welfare, open to correction, and ready at all times to find a way forward that honours God and is in keeping with the direction of the Holy Spirit as discerned by all parties involved.
- We will present a strong Christian witness at all times.

EXCELLENCE IN OUR WORK

- We aspire to excellence in all that we do.
 - We will operate our ministry and conduct ourselves with the integrity that is expected of a representative of the Lord Jesus Christ, being a living sign of what life is like in the kingdom of God.
 - We are committed to continuous improvement by building our knowledge and expertise and positioning CCCC as an innovative provider of leading-edge services and our staff as thought-leaders in their respective fields.
 - We will provide services that are theologically sound and relevant to our members, with a special focus on providing guidance for their practical application.

EXEMPLARY MODEL FOR CHRISTIAN MINISTRIES

- As we advise others on how to operate their ministries, the board and staff will practise what we preach so that members can learn from our example.
- We will fulfill a servant leadership role within the Christian ministry community as we inspire and encourage other ministries to excel in their calling.

Current Corporate Values

EVANGELICAL IN IDENTITY, ECUMENICAL IN SERVICE

- a. We demonstrate Christian unity by serving all Christian ministries in Christian love and harmony, always
 - i. thinking of their welfare.
 - ii. being open to correction.
 - iii. being ready to find a way forward that honours God in keeping with the direction of the Holy Spirit as discerned by all parties involved.
- b. We are Christ-centred and Spirit-led, helping ministries think theologically about all aspects of operating a Christian organization.
- c. We recognize the biblically mandated special place of the local church in the life of the believer. We respect it as the primary gathering place of Christ's followers, and we respect its denomination's oversight.
- d. We present a strong Christian witness at all times.

EXCELLENCE IN OUR WORK

- a. We aspire to excellence in all that we do, serving our peers with the integrity and servant's heart that are expected of a representative of Jesus Christ.
- b. We commit to continuous improvement by
 - i. building our knowledge and expertise.
 - ii. being an innovative provider of leading-edge services.
 - iii. helping our staff become thought-leaders in their respective fields.
- c. We think theologically about our member services with a special focus on relevant, practical application.

EXEMPLARY MODEL FOR CHRISTIAN MINISTRIES

- a. The board and staff aspire to model faithfulness and excellence as a witness and an encouragement to other ministries.