

## **TASK GROUP TO REVIEW THE ROLES OF MODERATOR AND GENERAL SECRETARY FINAL REPORT TO THE GENERAL COUNCIL**

**Origin:** The Task Group to Review the Roles of Moderator and General Secretary

The offices of Moderator and General Secretary are the two most senior offices in The United Church of Canada. In September 2022, the Executive of the General Council established a task group to examine the church's needs in relation to the role of the office of Moderator, the responsibilities of the Moderator, and the opportunity a Moderator has to pursue themes and initiatives (*The Manual* D.4.1.6). The last time a review happened was in 1997. The 37<sup>th</sup> General Council in 2000 made Manual changes to the role of the Moderator and General Secretary. ([Resolution 38 – GC37, 2000](#))

*The Manual* does not require a review of the office of the General Secretary, however given 1) the restructuring of The United Church of Canada in 2018, 2) the current financial reality that faces the church in the coming years, 3) the staff cuts that were necessary over the past few years, and 4) the effects of the COVID-19 pandemic, it is reasonable that a review of the expectations of the office of the General Secretary, given the needs of the church, should also be conducted at this time. Furthermore, the fiduciary responsibility of the General Council Executive to the United Church dictates that the Executive evaluate and respond to the need to establish performance standards for the two most senior executive roles in the denomination.

This is the task group's final report to the Executive. It is proposed that it be forwarded to the General Council with the attached recommendations.

### **Methodology:**

The task group adopted the methodology to gather feedback from the church both deeply and widely. The task group reviewed the history of the roles and structural changes in the church that have served to establish the roles as we recognize them in 2025. The task group interviewed past office holders, General Council Executive members, ecumenical partners, General Council and regional council executive ministers and officers, and an executive coach with experience in the church. The task group sought through surveys the input of the Commissioners to the 44<sup>th</sup> General Council and current regional council governing body chairs. An invitation to participate in a survey also went to United Church members. After each interview and survey, the group convened and summarized the themes of the interviews and surveys. Recommendations were formed based on these themes.

### **Conclusions of the Task Group:**

The Offices of Moderator and General Secretary are highly valued and are seen as distinct. The people who have served in them are greatly respected for their faith, their wisdom, and their leadership. Current and past office holders spoke of the richness of relationship between the two, how closely they worked together, consulted, and supported each other. While both are demanding roles, demanding of body and soul, each spoke about how personally and spiritually transformative the roles have been for them.

The task group has concluded:

1. **Retain separate roles:** The task group explored extensively the question of whether to combine the two roles of Moderator and General Secretary and concluded that the distinctive roles are integral both to the polity and ethos of the church. However, this does not mean that the way these roles function and interact should remain the same.
2. **Retain current terms of office:** There is consensus that the term of Office for Moderator should continue to be aligned with the triennial General Council cycle. Longer would make it even more difficult to return to their roles and positions prior to election and would test the physical mettle of the incumbent.

It is strongly recommended that the Office of General Secretary remain without term, providing critical continuity of leadership over length and breadth of horizon-view of the denomination, rather than limited to a fixed period with, thus, a limited horizon-view.

3. **Pastoral, inspirational presence, instrument of unity:** The Office of Moderator is seen as holding the highest profile and highest regard. There is a strong sense that the Moderator's leading role needs to offer a pastoral, caring, prayerful presence in this time of rapid social change, disruption, and disparagement. The role needs to inspire, to have the ability to demonstrate and articulate the journey, and to amplify the spirit moving the church. It needs to be an instrument of unity.
4. **Moderator focused on advancement of Call and Vision:** The United Church is at a time of significant constraint where the viability of the denomination is being tested. Limitations in resources mean that the capacity to support, with every new term, a Moderator's "project" is not possible both in allocation of staff time and in dollars. But more crucial, this approach diverts the church from an overall strategic focusing of limited resources on a long-term vision of where the church needs to be into the future.

Taphe task group rejects the assumption that the movement of the Spirit calling the church into new life is found in the election of a moderator every three years. Instead, the task group believes that the moving of the spirit is found in an emerging vision discerned in the church, given detail and content in careful planning and allocation of resources, in other words, in a strategic plan. A plan, expressed in the Call and Vision, that itself is alive and open to discerning and following God's leading. A plan carefully and prayerfully discerned, in which the Spirit flows and leads the church into an uncertain future. *"For I know the plans I have for you," declares the Lord, "plans to prosper you and not to harm you, plans to give you hope and a future."* Jeremiah 29:11

It would be deeply dysfunctional if the long-term direction of the church played itself out in competing visions of candidates for Moderator every three years. Instead, the election of Moderator, the task group concludes, should be focused on who is the right person, at this time, to best translate the Call and Vision into the life of the church, and who can best motivate and inspire in its members a sense of how God is present and active through it. In this respect, the task group believes, the Moderator serves as the primary instrument of unity in the church.

5. **A single accountability committee to replace the current Moderator's Advisory and the General Secretary's Supervision committees:** The task group proposes that the Moderator and General Secretary function together intentionally as a team, each with overlapping and distinctive responsibilities.

For the denomination to be best served by its two most senior positions, the expectation must be for an integrated high level of performance accountable to and supported by the Executive of General Council through an accountability committee that itself is staffed and supported to serve the role it is given. Because this accountability relates both to the distinctive roles of each position and to their functioning as a team, the task group believes there must be a single joint committee working with both positions.

The task group believes that everyone in the church must be accountable and under the expectation of accountability. This awareness in the church has emerged through painful experience in the failed oversight of abusive employees. But it is also experienced in the lost potential of employees who have not been effectively supervised in assisting them to function at their best. Accountability in this form is about gaining a wider perspective both on oneself and on the work for which one has responsibility (super-vision). It is this purpose of this oversight that must be demonstrated at the most senior level of the church. *"If one part suffers, every part suffers with it; if one part is honored, every part rejoices with it. Now you are the body of Christ, and each one of you is a part of it."* 1 Corinthians 12:26-27

Therefore, the role of an accountability committee for both the Moderator and General Secretary must itself be high functioning with access to the resources and support it needs to do its task. The task group believes that the best form of oversight found through clarity on performance-based outcomes and therefore is proposing a list of these outcomes ([Appendix 1](#)). It is also incumbent on the Executive of the General Council to ensure that both the Moderator and General Secretary are supported in gaining the skills that are needed to effectively carry out their responsibilities.

6. **The Executive of the General Council accountable to performance-based outcomes:** The task group believes that this is also true for the Executive of the General Council itself which should also be accountable to performance-based outcomes that can challenge and continuously improve its functioning. This however is not within the scope of the task group's mandate.
7. **Continue to Moderate Meetings:** A key outcome for the Moderator is the effective moderating (chairing) of the meetings of the General Council and its Executive. The task group believes that this role is important to continue as it represents a distinctive component of our ecclesial identity. Moderators have significant support in performing this role (General Secretary, Legal and Polity Advisors) and should have access to coaching in chairing as necessary. The task group also believes that the practice of the Moderator being able to step out of the chair to speak to an issue (in doing so for the duration of debate on a particular motion) should be affirmed. And so also should the Moderator be able to step out of the chair in situations of complex debate or conflict of interest, where the Moderator feels a former moderator might better handle the complexity. This is a decision that can be anticipated and supported in effective accountability.

8. **Moderator visits to Regional Councils:** For several terms prior to the covid pandemic, moderators undertook formal "Conference Visits". These were the primary points of contact between the Moderator and Conferences, presbyteries, and communities of faith. They were resource intensive for Conferences. Post-pandemic, regional councils, while welcoming the Moderator's presence, have expressed less appetite for the formal staged visit in favour of multiple events or community of faith engagements. It is recommended that there be more intentional and strategic deployment of the Moderator by the General Council Office, in consultation with regional councils, to maximize exposure to members of the church and to ministry personnel leadership. The task group sees wisdom in a three-year strategic frame/map/schedule for exposure/visits/meetings to and in regional councils and with ecumenical partners laid out in advance of a Moderator's term and based on the denomination's strategic plan and the emerging needs of the church. Thus written, it would need to be able to pivot and adjust in response to global, national, and communities of faith emergent events.
9. **Speaking *TO* and *FOR* the Church:** The task group recommends that the Bylaws be amended to make the distinction that the Moderator primarily speaks *TO* the church: pastorally, spiritually, translating the Call and Vision into the language of communities of faith, and calling the church to prophetic action in the world. The General Secretary primarily speaks *FOR* the church, communicating to the church and to the secular society, the decisions, positions, and faith perspectives adopted by the church. This would consolidate in one Office the responsibilities for speaking to the rationale for, the implementation of, and impact of decisions of the General Council and remove a potential or perceived conflict of interest for the Moderator in having to represent, particularly, controversial decisions.
10. **Ecumenical and Global Engagement:** There is value in both senior officers being present in global and ecumenical spheres. It is recommended, however, that there be more intentional and strategic coordination of engagements and commitments by the accountability committee and the appropriate General Council Office units. The objective would be to ensure strategic, time-efficient, economical, and environmentally responsible use of the offices in the advancement of The United Church of Canada presence and leadership.
11. **Operational and organizational decision-making:** The General Secretary needs to be able to make operational and procedural decisions in timely and efficient ways. Currently the Executive has responsibility for deciding the structure of the General Council Office and the appointment of senior leaders. It is also responsible, on behalf of the General Council, for setting Human Resources policies of the General and regional council offices.

The General Secretary is responsible to the General Council and its Executive for the implementation of the Call and Vision articulated by the Council. In most organizations, the senior officer would have full latitude to determine how this is then done. It is recommended that these be responsibilities of the General Secretary, or their delegate, so that they can respond quickly and efficiently to needs to pivot and change in response to ever evolving needs of the church. It has been emphasized to the task group that in most instances decision-making at this level cannot be subject to a three- or five-year decision and implementation processes, or even to four to six months delays between meetings of the Executive of the General Council.

**12. Relationships with the Indigenous United Church:** The Indigenous church's immediate priority is the discernment of both its structure of governance and its leadership development. The task group has heard that it is premature to presume what the relationships between the Indigenous and non-Indigenous churches will be and how the Offices of Moderator and General Secretary may relate to, engage with, or support that relationship. What they have heard is that for now it is important that both offices be present and be responsive as invited and that we move in the spirit of partnership as the Indigenous church discerns a good way forward.

**13. Support to the Offices of Moderator and General Secretary:** Cost considerations over the last decade and a half have led to a reduction in resources available to the Moderator and General Secretary. There is a strong sense that the leadership has been compromised by budget and staff cuts around the Office of General Secretary in particular. It is imperative that both have the administrative, governance, and research supports necessary to fulfill their roles.

It is recommended that priority be given in budgetary considerations to ensuring that the Offices are adequately resourced and supported.

Executive coaching, spiritual and emotional counsel, and solid time management would be advantageous to the health and well-being of the incumbents, and worthwhile investments in their leadership.

**14. Intentional Transitions:** At the beginning of the Moderator's term, there will be an intentional orientation/transition into the role of Moderator before engaging with the wider church and with partners. This will be a month or two focused exclusively on meeting with the immediate past Moderator, senior staff and regional council executive ministers, time with former Moderators, formation of and time with the accountability committee, all for discerning how best and strategically the newly elected Moderator can advance the Call and Vision of the church.

While the provision of up to four months of salary continuance for the Moderator at the end of term has been very important, each former office holder spoke about the challenges of abrupt discontinuation of duties. Exit interviews would be helpful and welcomed. Continued provision of transition coaching and spiritual and emotional counseling would be healthy additions to caring for these people who give so much to the leadership of our church.

At the conclusion of a both the Moderator's and the General Secretary's terms, professional transition and spiritual counsel should be provided for up to one year to support them in healthy conclusions and new beginnings.

Based on the feedback that the task group received, it does not recommend a formalized post-office role for either Moderators or General Secretaries other than the continuation of the immediate past-Moderator's membership on the Executive of the General Council and their informal and ad hoc role as wise elders.

15. **Revision of Manual Sections D.4 responsibilities:** It is proposed that the General Council authorize The Manual Committee to revise the Manual section that describes the responsibilities of the Moderator and the General Secretary to reflect the outcomes described in [Appendix 1](#).

### **Epilogue:**

The task group has had the opportunity to hear from many wise and thoughtful individuals across the church. We have also heard the wisdom of ecumenical partners. Throughout all our interviews, we have been impressed to hear about the importance of these two roles and how valued they are. Together, these roles lead us to live into Christ's vision in our world to be Deep, Bold and Daring.

### **A prayer by Catherine Glover, chair of the task group, inspiring this work:**

Creator God, we give thanks for the traditions and faithfulness of all who have gone before us, that provide good soil for us to grow deep roots.

We give thanks for the creative energy of new ideas and unfamiliar ways, that push us to grow in unexpected (and sometimes uncomfortable!) directions. We thank you today for the many blessings and deep Service [of those whom you have called into these Offices].

As we lean into Deep Spirituality; step into Bold Discipleship, seeking to follow Jesus' invitation to go and share the good news, and as we strive toward Daring Justice, may we listen to your guidance as we reflect on the important roles of Moderator and General Secretary in our beloved United Church of Canada.

May it be so. Amen.

We respectfully submit our report the General Council and its Executive.  
Catherine Glover, Chair

### **Members:**

Evelyn Day  
The Reverend Doctor Bruce Gregersen  
Kelsi James  
Ray Jones  
Colin Phillips  
The Reverend Kimberly Roy  
Leeann Shimoda

### **Staff Support:**

The Reverend Alan Hall  
The Reverend Mary Royal-Duczek  
Stefanie Uyesugi-Cooper

## **Appendix 1: Towards Performance-based Outcomes for Moderator and General Secretary**

### **Joint Outcomes**

The Moderator and General Secretary will work together as a high-performance integrated team in strategic partnership, transforming the narrative of the church and delivering on the possibilities of deep spirituality, bold discipleship and daring justice toward 2035. The positions function in support of the Strategic Plan with, and under the oversight of, the Executive of the General Council.

Together, the Moderator and the General Secretary will:

- Support each other's distinctive transformative roles.
- Advance the Call and Vision set by the General Council.
- Discern and articulate what is happening in the church.
- Foster relationship with the Indigenous church in respectful ways that live out and deepen the meaning of the apologies.
- Strategically partner in maintaining connections, national, global, and ecumenical partners (connexionality).
- Ensure a consistent voice in prophetic and controversial statements and actions of the General Council and its Executive.
- Strategically partner in articulating and clarifying the rationale for the existence of the United Church as a distinctive faith community in Canada.
- Together hold and build a memory of the future for the whole of The United Church of Canada.

### **Moderator Outcomes:**

The Moderator serves as the spiritual head of the church, quickening the hearts of the members and ministering to and inspiring the church in this time.

The Moderator will:

- Primarily speak **to** the church, translating and bringing alive in its members' hearts the church's Call and Vision.
- Be a pastoral, caring, prayerful presence to the church, assuring communities of faith that they are not alone in these times of significant transitions and opportunities.
- Be an instrument of unity for the United Church.
- Be in humble and respectful relationship with the Indigenous Church.
- Articulate for the church, and for the nation, the unique transformative witness of The United Church of Canada.
- Visit regionally and with global and ecumenical partners as requested to offer the accompaniment of the United Church in response to identified needs and purposes (on an intentional and strategic basis on a planned three-year cycle).
- Support and promote the work of the Philanthropy Unit and the United Church Foundation accentuating the priority of faithful, generous stewardship.
- Chair the meetings of the General Council and its Executive.

### **General Secretary:**

The General Secretary serves as the senior executive officer of the church, responsible for the effective implementation of the Call and Vision, providing continuity of leadership enabling the church to be faithful in its prophetic vision and presence.

The General Secretary will:

- Hold the longest horizon of vision of the church.
- Be responsible for the implementation of the strategic plan to accomplish the Call and Vision of the church.
- Serve as the Senior Executive Officer of the denomination, leading a high performing executive team of General and regional council executive ministers/officers.
- Be responsible for the direction, alignment and commitment of staff towards the Call and Vision.
- Support, facilitate and oversee collaborative work among and between regional councils and General Council executive ministers/officers.
- Make operational and procedural decisions to ensure that the General Council functions effectively and efficiently, including the organization of the General Council Office, the appointment of executive ministers/officers, and the establishment of human resource policies.
- Primarily speak **for** the church as its primary spokesperson.
- Ensure that the prophetic voice of the denomination is credible and faithful.
- Prepare the agenda for and maintain accurate minutes (the historic memory) of the meetings of the General Council and its Executive.
- Ensure the effective implementation of decisions of the General Council and its Executive.
- Make formal rulings and interpret the bylaws (The Manual) of the church.
- Facilitate the process of electing the Moderator.
- Ensure that the Moderator is briefed and prepared for speaking to the church.
- Engage ongoing sustained support and presence with national, global and ecumenical partners in a manner consistent with the strategic direction of the church.

### **Accountability and Oversight:**

The Executive of the General Council will provide accountability and oversight of both the Moderator and the General Secretary through an Accountability Committee made up of at least two members of the Executive, two members named by the Indigenous church, two members at large named by the Executive through the nominations process. Members will be experienced with executive leadership oversight and have experience with developing and evaluating performance-based outcomes. The Committee will develop performance-based measures for the outcomes described here for setting benchmark standards, identifying areas for improvement, and aligning actions toward achieving strategic objectives.



## Appendix 2: Summary of Review of the Roles of Moderator and General Secretary Task Group

### March 2025

The Task Group to Review the Roles of Moderator and General Secretary of The United Church of Canada has presented its final report, focusing on the distinct and complementary roles of these offices and offering recommendations for their future functioning.

- **Review Purpose:** The task group was established to review the roles of Moderator and General Secretary, considering the church's needs and the impact of recent changes such as restructuring, financial challenges, and the COVID-19 pandemic.
- **Methodology:** The group gathered feedback through interviews, surveys, and consultations with various stakeholders, including past office holders, church members, and ecumenical partners.
- **Conclusion on Roles:** The roles of Moderator and General Secretary are highly valued and distinct, with both seen as transformative and spiritually significant.
- **Separate Roles Retained:** The task group recommends retaining separate roles for Moderator and General Secretary, emphasizing their integral nature to the church's polity and ethos.
- **Terms of Office:** The term of office for the Moderator should align with the triennial General Council cycle, while the General Secretary should remain without term for continuity.
- **Moderator's Role:** The Moderator should focus on pastoral care, inspiration, and unity, avoiding individual projects to support the church's long-term strategic vision.
- **Supervision Committee:** A single supervision committee should replace the current separate committees for the Moderator and General Secretary to ensure integrated and effective oversight.
- **Operational Decision-Making:** The General Secretary should have the authority to make operational and procedural decisions to respond quickly to the church's evolving needs.
- **Support and Resources:** Both offices need adequate administrative, governance, and research support to fulfill their roles effectively, with priority given in budgetary considerations.
- **Intentional Transitions:** Transition periods and ongoing support should be provided for Moderators and General Secretaries at the beginning and end of their terms to ensure smooth transitions and ongoing well-being.
- **Revision of Manual:** General Council authorize revisions to the Manual section that describes the responsibilities of the Moderator and the General Secretary to reflect the outcomes described in [Appendix 1](#).



## Appendix 3: Stakeholders engaged

### *Interviews via Zoom:*

- Carmen Lansdowne, current Moderator, 44<sup>th</sup> General Council (2022 – present)
- Michael Blair, current General Secretary
- Peter Short, Former Moderator, 38<sup>th</sup> General Council (2003 – 2006)
- Ginny Coleman, Former General Secretary
- Jim Sinclair, Former General Secretary
- Jordan Cantwell, Former Moderator, 42<sup>nd</sup> General Council (2015 – 2018)
- Marion Pardy, Former Moderator, 37<sup>th</sup> General Council (2000 – 2003)
- Nora Sanders, Former General Secretary
- Richard Bott, Former Moderator, 43<sup>rd</sup> General Council (2018 – 2022)
- Gary Paterson, Former Moderator, 41<sup>st</sup> General Council (2012 – 2015)
- National Indigenous Elders Council (NIEC)
- Moderator's Advisory Committee (MAC)
- General Secretary's Supervision Committee (GSSC)
- Executive of the 44<sup>th</sup> General Council (GCE)
- General Council Office Senior Leaders
- Regional Council Executive Ministers
- Danielle Ayana James, Executive Coach for the General Secretary
- Sue Fortner, Former Executive Assistant to the Moderator and General Secretary
- Rev. Dr. Karen Georgia Thompson, General Minister and President of the United Church of Christ
- Rev. Charissa Suli, President, and Rev. Lindsay Cullen, Interim General Secretary of the Uniting Church in Australia
- Rev. Victor Kim, Principal Clerk of the Presbyterian Church of Canada
- *The Disciples of Christ General Minister and President has not responded to invitation to meet*
- *Stan McKay, Former Moderator, 34<sup>th</sup> General Council (1992 – 1994) declined the invitation to participate*

### *Written submissions received from:*

- Lois Wilson, Former Moderator, 28<sup>th</sup> General Council (1980 – 1982)
- Mardi Tindal, Former Moderator, 40<sup>th</sup> General Council (2009 – 2012)
- David Giuliano, Former Moderator, 39<sup>th</sup> General Council (2006 – 2009)
- Jim Sinclair (in addition to his Zoom interview)

### *Surveys:*

- Regional Council Presidents and Leading Elders
- General membership via invitation in October 29 edition of E-ssentials, and November 19 edition of Infolettre
- Commissioners of the 44<sup>th</sup> General Council commissioners by direct e-mail

## Appendix 4: Task Group Questions

1. How do you describe the value add to our denomination of the roles of:
  - Moderator?
  - General Secretary?
2. What specific qualities or characteristics do you value most in the role of:
  - Moderator?
  - General Secretary?
3. How do you think these two senior offices of our denomination could support and advance the call and vision our church in your local setting?
4. In your opinion, what would improve the visibility and appreciation of these roles?
5. How do you think these roles can foster a sense of community, inclusion, and belonging within our communities of faith?
6. Prior to 2003 there were multiple general secretaries, most with a governance body (Division), working as peers. We moved to a model with a single General Secretary to whom a senior leadership team is accountable.
  - Is this model serving the church well twenty years later and after the move from four courts to three councils?
  - What changes to this model would make the senior leadership of our church more effective in supporting our call and vision to deep, bold and daring leadership?
7. We've heard it said that the Moderator should speak "to" the church and the General Secretary "for" the church. This is different than our current polity which identifies the Moderator as the chief spokesperson for the church.
  - What do you think?
8. In current practice the Moderator identifies a theme or focus for their term and resources are rallied to support this theme.
  - How effective do you experience this to be?
  - If, instead, the Moderator was focused on supporting and advancing the call and vision of the denomination as set out by the General Council, what might be gained or lost?
9. It has been suggested that relieving the Moderator of the responsibility for chairing meetings of the Council and its Executive and placing this with purpose-elected/appointed chair would relieve the Moderator of the need to be seen to be objective or non-affiliated with specific viewpoints and ensure that the chair was skilled in this singular role.
  - Your thoughts?
10. Are there other models of senior church leadership that should be explored? Like a single "head of church" model combining the roles of Moderator and General Secretary or some other model?

11. Should Moderators/General Secretaries have a more defined role in the life of the church after their term or period of service? What might that look like?
12. Name two things about the roles that you would change if you could.
13. What would you like to share with the committee that you think we should know as we do this review of these roles?

## Appendix 5: Survey

### SURVEY INTRO:

The Task Group on the Review of the Roles of Moderator and General Secretary is evaluating these offices to meet the current and future needs of The United Church of Canada. This survey focuses on the roles, not the individuals currently holding these positions.

### Section 1: The Moderator:

The Moderator may be a lay person or a member of the Order of Ministry. They serve as the senior spiritual leader of the denomination. The Moderator is elected by the General Council to a three-year term to provide leadership, pastoral care, and inspiration to the members of the United Church. Typically, they visit extensively through the church and with global partners, lead a theme study or focus to stimulate and inspire members, and chair meetings of the General Council and its Executive. ***Please note, we are focusing on the role, and not the current person holding the position.***

1. Are you familiar with the role of the Moderator?
  - Yes
  - No

If no: Skip to GS questions.

If yes:

2. Have you interacted with the Moderator in the last 12 months?
  - Yes
  - No

If no: Skip to question 4.

If yes:

3. In what type of setting was this engagement? Select all that apply.
  - In-person event
  - Virtual event
  - Direct communication
  - Social media
  - Other (please specify):
4. What specific qualities or characteristics do you value most in the role of the Moderator? Choose all that apply:
  - Spiritual Leadership
  - Governance Knowledge
  - Public Representation
  - Pastoral Care
  - Denominational Unity
  - Other (please specify):
5. How do you think the role of Moderator could be more impactful in advancing the call and vision of our church in your local setting? Choose all that apply:
  - Community Engagement
  - Youth Programs
  - Advocacy and Social Justice

- Pastoral Care and Support
  - Innovative Worship Practices
  - Other (please specify):
6. In your opinion, what would improve the visibility of the role of Moderator?
- Enhanced communication channels
  - In-person local visits and events
  - Media engagement
  - Educational workshops and seminars
  - Collaborative projects
  - Recognition programs
  - Other (please specify):
7. In what ways can the role of Moderator demonstrate a commitment to bold discipleship, daring justice and deep spirituality? Choose all that apply.
- Inspirational Leadership
  - Interfaith and Ecumenical relations
  - Advocacy for social justice
  - Pastoral care and support
  - Visionary guidance
  - Other (please specify):
8. In what ways can the Moderator foster a sense of denominational unity and shared Call and Vision across our communities of faith?
9. How do you envision the role of Moderator evolving to meet the needs of the church in 2024 and beyond?

## Section 2: The General Secretary

The General Secretary is the senior administrative officer of the denomination, responsible for the implementation of the decisions of the General Council, overseeing the staff of the General Council Office, and managing the budget of the Council. The General Secretary is selected through a hiring process and appointed by the Executive of the General Council. **Reminder: we are focusing on the role, and not the current person holding the position.**

1. Are you familiar with the role of the General Secretary?
- Yes
  - No

If no: Skip to end.

If yes:

2. Have you interacted with the General Secretary in the last 12 months?
- Yes
  - No

If no: Skip to question 4.

If yes:

3. In what type of setting was this engagement?
  - In-person event
  - Virtual event
  - Direct communication
  - Social media
  - Other (please specify):
4. What specific qualities or characteristics do you value most in the role of the General Secretary?  
Choose all that apply:
  - Spiritual Leadership
  - Governance knowledge
  - Public Representation
  - Pastoral Care
  - Denominational unity
  - Other (please specify):
5. How do you think the role of General Secretary could be more impactful in advancing the call and vision of our church in your local setting? Choose all that apply:
  - Community engagement
  - Youth programs
  - Advocacy and Social Justice
  - Pastoral Care and Support
  - Innovative Worship Practices
  - Other (please specify):
6. In your opinion, what would improve the visibility of the role of General Secretary?
  - Enhanced communication channels
  - In-person local visits and events
  - Media engagement
  - Educational workshops and seminars
  - Collaborative projects
  - Recognition programs
  - Other (please specify):
7. In what ways can the role of General Secretary demonstrate a commitment to bold discipleship, daring justice and deep spirituality? Choose all that apply.
  - Inspirational leadership
  - Interfaith and Ecumenical relations
  - Advocacy for social justice
  - Pastoral care and support
  - Visionary guidance
  - Other (please specify):
8. In what ways can the General Secretary foster a sense of denominational unity and shared Call and Vision across our communities of faith?



9. How do you envision the role of General Secretary evolving to meet the needs of the church in 2024 and beyond?