

**Minutes of the Executive Committee of the
Presbyterian Mission Agency Board
Of the Presbyterian Church (U.S.A.)
The Brown Hotel
February 5, 2014
Louisville, Kentucky**

CALL TO ORDER

The 219th stated meeting of the Executive Committee of the Presbyterian Mission Agency Board (the Board) was called to order by chair, Matthew Schramm. Schramm led the Executive Committee members in prayer and recitation of the Executive Committee Covenant.

ATTENDANCE

Those present for all or a portion of the meeting were:

Members

Steve Aeschbacher – Member-at-large (via phone)
Art Canada – Vice-chair
Bill Capel – Chair, Finance Committee
Mihee Kim-Kort – Chair, Worshiping Communities Committee
Cathy Piekarski – Member-at-large
Heath Rada – Member-at-large
Noelle Royer – Chair, Justice Committee
Matthew Schramm – Chair
Joyce Smith – Chair, Leadership Committee
Linda Valentine – Member ex-officio

Leadership Cabinet

Terri Bate – Senior Director of Funds Development
Roger Dermody – Deputy Executive Director for Mission
Kathy Francis – Senior Director of Communications
Earline Williams – Deputy Executive Director for Shared Services

Recorder

Susan Abraham – Staff, Office of the Executive Director

Others

Mary C. Baskin – Presbyterian Mission Agency Board Member
Martha Clark – Staff, Office of Legal Services
Barry Creech – Staff, Office of the Executive Director
Dana Dages – Staff, Office of the Executive Director
April Davenport – Staff, Office of Legal Services
Bethany Daily – Staff, Presbyterian News Service
Melissa DeRosia – Presbyterian Mission Agency Board Member
Frank Dimmock – Staff, World Mission
Rob Fohr – Staff, Office of the Deputy Executive Director for Mission
Ruth Gardner – Staff, Human Resources Office
Marci Glass – Special Offerings Advisory Task Force
Chad Herring – Presbyterian Mission Agency Board Member
Jack Hodges – Presbyterian Mission Agency Board Member
Paula R. Kincaid – Presbyterian Layman
Mike Kirk – Staff, Office of Legal Services
Rosemary Mitchell – Staff, Funds Development Office
Sara Lisherness – Staff, Compassion, Peace and Justice

Sam Locke – Staff, Funds Development (via phone)
Kathie Lyvers – Staff, Office of Legal Services
Emily Odom – Staff, Communications Office
Greg Allen-Pickett – Staff, World Mission
Lisa Robbins – Staff, Human Resources Office
Leslie Scanlon – Presbyterian Outlook
Kathy Trott – Presbyterian Mission Agency Board, At-large Member
Kitty Ufford-Chase – Staff, Stony Point Conference Center
Rick Ufford Chase – Staff, Stony Point Conference Center

ACTION 1-EC-020514
ADOPTION OF AGENDA

The Executive Committee **VOTED to adopt** the proposed agenda for this meeting (**Appendix 1**).

**SENIOR DIRECTOR OF
COMMUNICATIONS**

Schramm introduced and welcomed the new Senior Director of Communications, Kathy Francis.

ACTION 2-EC-020514
**APPROVAL OF EXECUTIVE
COMMITTEE MINUTES**

The Executive Committee **VOTED to approve** the minutes of the following Executive Committee meetings as presented (**Appendix 2**):

- September 25, 2013
- November 5, 2013
- November 13, 2013
- January 16, 2014

ACTION 3-EC-020514
CHAIR APPOINTMENTS

The Executive Committee **VOTED to ratify** the following appointments by the chair (**Appendix 3**):

A. Nominating and Governance Subcommittee – Class of 2016

- **Mihee Kim-Kort**
- **Heath Rada**
- **Marianne Rhebergen (second term)**

B. Jinishian Memorial Governance Commission – Class of 2018

- **Glen Snider**

C. Mission Responsibility Through Investment (MRTI) – Class of 2018

- **Roger Gench**

D. Review Reports to the General Assembly – to work with staff to review reports prepared by the Advisory and Advocacy Committees.

- **Cathy Piekarski**

ACTION 4-EC-020514
**EXECUTIVE
DIRECTOR'S OFFICE
REPORT TO GA**

The Executive Committee **VOTED** to recommend that the Presbyterian Mission Agency Board approve the Executive Director's portion of the Report to the 221st General Assembly (2014) and forward it to the General Assembly (**Appendix 4**).

ACTION 5-EC-020514
NEW GA INITIATIVE –
“EDUCATE A CHILD,
TRANSFORM THE
WORLD”

The Executive Committee **VOTED** to propose that the Presbyterian Mission Agency Board recommend that the 221st General Assembly (2014) (**Appendix 5**):

- 1. Acknowledge and celebrate the deep and rich history of Presbyterian Church’s role in transforming society by providing access to quality education for children in this country and around the world;**
- 2. Recommit itself to education as a core focus of mission in this nation and with our global partners;**
- 3. Launch a church-wide initiative that will inspire, equip and connect our congregations, mid-councils and the Presbyterian Mission Agency to improve the quality of education for 1,000,000 children in the U.S. and globally over the next 4 years;**
- 4. Encourage and support global partners and leaders here in the United States who have made a vocational commitment to provide a quality education to children in their communities;**
- 5. In all of these efforts, place particular emphasis on children in poverty or otherwise at risk;**
- 6. Direct the Presbyterian Mission Agency to shape and guide this initiative, developing tangible metrics to determine success and impact and to report back to the 222nd General Assembly (2016), sharing progress made and identifying strategies for deeper engagement in 2016-18.**

ACTION 6-EC-020514
NEW GA INITIATIVE –
“LIVING MISSIONALLY”

The Executive Committee **VOTED** to approve the recommendations with amendment (addition underlined) and propose that the Presbyterian Mission Agency Board recommend to the 221st General Assembly (2014), to (**Appendix 6**):

- 1. Re-affirm the Presbyterian Church (U.S.A.)’s historic commitment to joining Christ’s mission in local and global communities;**
- 2. Encourage congregations, mid-councils and the Presbyterian Mission Agency to join intentionally in God’s mission to transform our world and address root causes of societal injustices by following Christ’s example of service through faith, hope, love and witness;**
- 3. Launch a church-wide initiative that will inspire, equip and connect Presbyterians to continue to go beyond the walls of their congregations and increase their engagement in service to their communities and the world;**
- 4. Direct the Presbyterian Mission Agency to develop tangible metrics to determine success and impact and report back to the 222nd General Assembly, sharing progress made and identifying strategies for deeper !**

**ACTION 7-EC-020514
SPECIAL OFFERINGS
ADVISORY TASK FORCE
REPORT**

Marci Glass, a member of the Special Offerings Advisory Task Force, presented the report of Task Force. The Executive Committee **VOTED** to propose for approval by the Presbyterian Mission Agency Board, the following recommendations of the Special Offerings Advisory Task Force (**Appendix 7**) :

- I. That the Presbyterian Mission Agency continue developing innovative strategies for promoting the Special Offerings throughout the church, with an investment focus on the initiation of relationship-based strategies to aid in long-term, organic growth of the offerings, in order to meet the churchwide goal of \$20 million by 2020, including the following:**
 - a. The development of a robust ambassador program aimed at the recruitment, training, and support of at least one Special Offerings advocate in each presbytery. Innovative recruitment and training programs should include incentivized opportunities to experience the impact of Special Offerings and covenant relationships outlining specific roles of ambassadors.**
 - b. The creation of a similar ambassador program for seminarians, structured with tuition/debt assistance and/or mission experiences consisting of covenanting to undertake specific promotional activities on behalf of the offerings.**
 - c. The creation of an annual volunteer leadership team, with broad representation for each offering that includes members of advisory groups and committees as well as presbytery ambassadors, in order to promote and interpret each offering throughout the church. Special Offerings staff will create specific objectives and provide fundraising training.**
- II. That the Presbyterian Mission Agency Board approve the report of the Special Offerings Advisory Task Force with recommendations to the 221st General Assembly (2014).**

That the 221st General Assembly (2014):

- 1. Continue its commitment to the churchwide goal of \$20 million by 2020, by affirming:**
 - a) The implementation and use of new, creative, and innovative fundraising strategies to reach our \$20 million by 2020 goal, including the new Presbyterian Giving Catalog**
 - b) The work of the Presbyterian Mission Agency in fostering missional collaboration among and within program areas and advisory committees, particularly the ministries supported by One Great Hour of Sharing**
 - c) The Presbyterian Mission Agency's work in conducting a program evaluation process that measures critical success factors and assesses whether programs supported by the**

offerings are accountable for achieving goals and intended outcomes.

- d) **The work done by the Presbyterian Mission Agency to clarify the role of One Great Hour of Sharing ministry advisory committees.**
 - e) **The great potential of the Special Offerings as a way of expressing our collective witness to the love of Jesus Christ. We celebrate the history and connectedness of Special Offerings and recognize that the offerings represent God's call to be present to the world as a connectional church in the name of Christ with the power of the Holy Spirit.**
2. **Encourage every congregation to increase its participation in Special Offerings by receiving one additional offering and increasing Special Offerings giving by 10% in each year, as part of our shared commitment to achieving the churchwide goal of \$20 million by 2020.**
 3. **Enact or maintain the following structural arrangements with respect to each of the offerings:**
 - a) **One Great Hour of Sharing: Affirm the current purpose and distribution of the offering. Additionally, we encourage new and continuing collaboration between recipient ministries.**
 - b) **Peacemaking Offering**
 1. **Direct the transition to a Peace and Global Witness Offering during the season leading up to World Communion Sunday. The Peace and Global Witness Offering will be**
 - a. **promoted to the entire Church, beginning with the 2014 offering, and**
 - b. **distributed for peace and global witness ministries as follows: 50% to the Presbyterian Mission Agency, 25% to presbyteries and 25% to congregations.**
 2. **Direct the Presbyterian Mission Agency to designate gifts from established Peacemaking Offering donors for current peacemaking efforts through 2016 and designate gifts from new donors to collaborative efforts in the area of peace and global witness. Beyond 2016, the Offering will be devoted to ministries of peace and global witness.**
 - c) **Pentecost Offering**
 1. **Affirm the current purpose and distribution (60% for the Presbyterian Mission Agency and 40% for congregations) of the offering.,**
 2. **Encourage congregations to empower youth and young**

adults to lead the promotion of this offering on Pentecost Sunday and the season following, with a goal of increasing support for ministries with children, youth, and young adults throughout the church.

- d) Christmas Joy Offering**
- 1. Affirm the current purpose and distribution (50% for the Assistance Program of the Board of Pensions and 50% for Presbyterian Mission Agency ministries in racial-ethnic education) of the offering.**
 - 2. Recommend that an Advisory Committee on the Allocation of Racial-Ethnic Leadership Funds from the Christmas Joy Offering be established by the Presbyterian Mission Agency Board, reporting back to the PMAB by the end of 2015, to examine the implications of how the church can best**
 - a. be true to its commitment to the Historically Presbyterian Racial-Ethnic Institutions with whom it has covenanted**
 - b. ensure adequate provisions for an effective program of racial-ethnic leadership development for the future racial-ethnic leadership needs of the church.**
 - 3. Until the task force responds, direct the Presbyterian Mission Agency to**
 - a. continue its relationships with already recognized and qualified historically racial-ethnic Presbyterian schools and colleges and distribute funds at no more than the current percentage levels, and**
 - b. allocate funds formerly committed to now ineligible institutions to other Presbyterian Mission Agency racial-ethnic leadership development opportunities.**
 - 4. Recommend that the next Special Offerings Review Task Force**
 - a. review progress toward attaining the \$20 million by 2020 goal;**
 - b. align offering recipients with the strategic objectives of the Presbyterian Mission Agency;**
 - c. examine the timing and programmatic emphases within each offering based on theological soundness, the liturgical calendar, and fundraising strategy; and**
 - d. evaluate progress on the aforementioned recommendations.**

ACTION 8-EC-020514
CORRESPONDING
MEMBERS TO GA

The Executive Committee **VOTED** to approve the following list of Corresponding Members to the 221st General Assembly (2014) and forward to the Presbyterian Mission Agency Board for information:

Executive Committee Members:

Steve Aeschbacher – Member-at-large
Art Canada – Vice-chair
Bill Capel – Chair, Finance Committee
Mihee Kim-Kort – Chair, Worshiping Communities Committee
Cathy Piekarski – Member-at-large
Heath Rada – Member-at-large
Noelle Royer – Chair, Justice Committee
Matthew Schramm – Chair
Joyce Smith – Chair, Leadership Committee
Marilyn Gamm – Chair Elect
Josephene Stewart – Vice-chair Elect

Others:

Linda Valentine – Executive Director
Terri Bate – Senior Director, Funds Development Ministry
Martha Clark – General Counsel
Barry Creech – Director, Policy, Administration and Board Support
Roger Dermody – Deputy Executive Director, Mission
Kathy Francis – Senior Director, Communications Ministry
Earline Williams – Deputy Executive Director, Shared Services
Christine Darden – Chair, Advisory Committee on Social Witness Policy
Carmen Rosario – Moderator, Advocacy Committee for Racial Ethnic Concerns
Darcy Metcalfe – Co-Moderator, Advocacy Committee for Women’s Concerns
Kathryn Wolf Reed – Moderator, Committee on Theological Education
Katharine Rhodes Henderson – President, Auburn Theological Seminary
Sergio Ojeda Cárcamo – President, Evangelical Seminary of Puerto Rico

BOARD NOMINATING
AND GOVERNANCE
SUBCOMMITTEE
REPORT

The Executive Committee received the report of the Board Nominating and Governance Subcommittee from the chair, Steve Aeschbacher (**Appendix 8**).

ACTION 9-EC-020514
PERSONNEL
SUBCOMMITTEE
REPORT

- I. The Executive Committee of the Presbyterian Mission Agency Board **VOTED** to approve the amendment to the Presbyterian Church (U.S.A.), A Corporation Cafeteria Plan and the Presbyterian Church (U.S.A.), A Corporation Cafeteria Plan Summary Plan Description attached as Exhibit A and authorize the officers of the Employer to take any and all actions necessary to implement this Amendment (**Appendix 9**).
- II. The Executive Committee **VOTED** to propose for approval by the Presbyterian Mission Agency Board, and the 221st General Assembly (2014), revisions to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action as attached (**Appendix 9**).
- III. The Executive Committee **VOTED** to propose for approval by the

Presbyterian Mission Agency Board, and the 221st General Assembly (2014), revisions to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action as attached (**Appendix 9**).

- IV. The Executive Committee **VOTED** to approve and recommend to the Board the following revision to the Board's covenant (addition underlined) (**Appendix 10**):

“We, the Presbyterian Mission Agency Board called to this ministry as disciples of Jesus Christ, covenant together to:

- **Seek God's will, remaining open to fresh movement of the Holy Spirit, acting boldly and creatively for the sake of the Gospel of Jesus Christ in ministry and mission**
- **Relate to one another and to Presbyterian Mission Agency staff with honesty, trust, respect, openness and kindness, proclaiming God's graciousness by risking and daring transformation in our lives and work**
- **Be faithful stewards, seeking to make wise decisions in partnership with the greater church, doing our homework, listening to all points of view, working for consensus, and faithfully supporting the decisions we have made**
- **Worship and pray with joy and appreciation for God's guidance in doing this work.”**

REPORTS

- Earline Williams, Deputy Executive Director of Shared Services and Roger Dermody, Deputy Executive Director for Mission, led the Executive Committee through the Strategy and Budget Process for 2015-2016. (**Appendix 10**)
- Terri Bate, Senior Director for Funds Development, presented donor statistics and a preliminary World Mission Funds Development Report for 2013 (**Appendix 11**).

Bate introduced Rose Mitchell, the new Mission Engagement Advisor for Funds Development.

- Sam Locke, Director of Special Offerings, introduced the *2013 Presbyterian Giving Catalog* and gave an update on revenue received through Special Offerings as of January 2014.
- Kathy Francis, Senior Director of Funds Development presented communications goals for 2014.
- Mary Baskin, chair of the Audit Committee, gave an update on the work of the committee.

**EXECUTIVE DIRECTOR
REPORT – STONY POINT
UPDATE**

Valentine introduced Rick and Kitty Ufford-Chase, co-directors of Stony Point Conference Center. Valentine, Dermody, and the Ufford-Chases briefed the Executive Committee on a letter sent by the group to the chair on February 3. In the letter, the group pledged to work collaboratively with staff to develop a proposal to bring to the April Board meeting (**Appendix 12**).

**REVIEW OF
COMMITTEE BUSINESS**

Committee chairs highlighted business expected in each of their committees for this meeting.

BOARD DEVELOPMENT

Joyce Smith and Roger Dermody reviewed and reflected on the chapters “Being a Board,” and “Creating Frameworks of Possibility,” from the book *The Art of Possibility*, by Benjamin and Rosamund Zander.

**ADJOURNMENT AND
CLOSING PRAYER**

The meeting of the Executive Committee was adjourned at 12:19 p.m. and closed with prayer by Canada.

Mr. Matthew Schramm

Chair, Presbyterian Mission Agency Board

Ms. Linda Valentine

Executive Director, Presbyterian Mission Agency

Draft – January 23, 2014

ITEM H.100
PRESBYTERIAN MISSION AGENCY BOARD
Executive Committee
February 5, 2014
The Brown Hotel, 335 W. Broadway
Louisville, KY 40202
502-583-1234
Room – Secretariat B
AGENDA

8:30 a.m.

Welcome/Call to Order/Prayer

Matthew Schramm

Recitation of the Executive Committee Covenant

We, the Presbyterian Mission Agency Board Executive Committee, called to this ministry as disciples of Jesus Christ, covenant together to:

- Seek God’s will, remaining open to fresh movement of the Holy Spirit, acting boldly and creatively for the sake of the Gospel of Jesus Christ in ministry and mission
- Relate to one another with honesty, trust, respect, openness and kindness, proclaiming God’s graciousness by risking and daring transformation in our lives and work
- Be faithful stewards, seeking to make wise decisions in partnership with the greater church, doing our homework, listening to all points of view, working for consensus, and faithfully supporting decisions we have made
- Worship and pray with joy and appreciation for God’s guidance in doing this work.

8:40 a.m.

Review and Adopt Agenda – H.100

Matthew Schramm

Approval of Minutes – [H.101](#)

- September 25, 2013
- November 5, 2013
- November 13, 2013
- January 16, 2014

Appointments by the Chair – [H.102](#)

8:50 a.m.	Executive Director’s Office Report to the 221st GA (2014) – H.103	<i>Linda Valentine</i>
9:00 a.m.	New GA Initiatives <ul style="list-style-type: none">• “Educate a Child, Transform the World” – H.104• “Living Missionally” – H.105	<i>Linda Valentine Hunter Farrell & Sara Lisherness Roger Dermody</i>
9:15 a.m.	Special Offerings Advisory Task Force Report – H.106	<i>Marci Glass</i>
9:25 a.m.	Corresponding Members to the 221st GA (2014) – H.107	<i>Linda Valentine</i>
9:30 a.m.	Board Nominating and Governance Subcommittee Report	<i>Chad Herring</i>
9:45 a.m.	Personnel Subcommittee Report – H.108	<i>Art Canada</i>
10:05 a.m.	Break	
10:20 a.m.	REPORTS: <ul style="list-style-type: none">➤ Report of the Executive Director	<i>Linda Valentine</i>
10:30 a.m.	➤ Financial Overview	<i>Earline Williams</i>
10:40 a.m.	➤ Funds Development Ministry	<i>Terri Bate</i>
10:50 a.m.	➤ Communications Ministry	<i>Kathy Francis</i>
11:00 a.m.	➤ Audit Committee	<i>Mary C. Baskin</i>
11:10 a.m.	Review of Committee Business: <ul style="list-style-type: none">➤ Finance➤ Leadership➤ Justice➤ Worshiping Communities	<i>Bill Capel Joyce Smith Noelle Royer Mihee Kim-Kort</i>
11:50 a.m.	Board Development: “The Art of Possibility” <ul style="list-style-type: none">• Being the Board – <i>Joyce Smith</i>• Creating Frameworks for Possibility – <i>Roger Dermody</i>	
12:20 p.m.	Adjourn with Prayer	
12:30 p.m. – 2:30 p.m.	<u>LUNCH AND JOINT MEETING WITH COGA –</u>	

**COMMITTEE OF THE OFFICE OF THE GENERAL ASSEMBLY AND
THE PRESBYTERIAN MISSION AGENCY BOARD EXECUTIVE COMMITTEE
JOINT MEETING
February 5, 2014
The Brown Hotel, 335 W. Broadway
Louisville, KY 40202
502-583-1234
Gallery Ballroom
AGENDA**

- | | | |
|-------------------|--|--|
| 12:30 p.m. | Lunch and Conversations <ul style="list-style-type: none">• Get buffet lunch and settle in | |
| 12:45 p.m. | Opening and Prayer <ul style="list-style-type: none">• Table conversations over lunch<ul style="list-style-type: none">○ Emerging Issues○ Reflections on GA | <i>Matthew Schramm</i> |
| 1:10 p.m. | Group Conversation <ul style="list-style-type: none">• Share thoughts from conversations | |
| 1:20 p.m. | Significant Work for Coming 12 Months | <i>Gradye Parsons & Linda Valentine</i> |
| 1:30 p.m. | Business <ul style="list-style-type: none">• Presentation and Approval of Per Capita• Presentation and Approval of Directory for Worship | <i>Vincent Thomas</i>

<i>Gradye Parsons & Earline Williams</i>

<i>David Gambrell & Chip Hardwick</i> |
| 2:20 p.m. | Report from the Mid Council Commission <ul style="list-style-type: none">• Review of the nature and function of the Presbyterian Mission Agency and the Office of the General Assembly, specifically with respect to their relationship with and support of mid councils as they serve the vitality and mission of congregations in our changing context. | <i>Jim Wilson & Eileen Lindner</i> |
| 2:30 p.m. | Closing Prayer and Adjournment | <i>Matthew Schramm</i> |

Approved February 5, 2014

**Minutes of the Executive Committee of the
Presbyterian Mission Agency Board
Of the Presbyterian Church (U.S.A.)
Marriott Louisville East
September 25, 2013
Louisville, Kentucky**

CALL TO ORDER	The 218 th stated meeting of the Executive Committee of the Presbyterian Mission Agency Board (the Board) was called to order by chair, Mr. Matthew Schramm. Mr. Schramm led the Executive Committee members in prayer and recitation of the Executive Committee Covenant.
ATTENDANCE	Those present for all or a portion of the meeting were:
<i>Members</i>	Steve Aeschbacher – Member-at-large Art Canada – Vice-chair Bill Capel – Chair, Finance Committee Mihee Kim-Kort – Chair, Worshiping Communities Committee Cathy Piekarski – Member-at-large Noelle Royer – Chair, Justice Committee Matthew Schramm – Chair Joyce Smith – Chair, Leadership Committee Linda Valentine – Member ex-officio
<i>Members Excused</i>	Heath Rada – Member-at-large
<i>Leadership Cabinet</i>	Terri Bate – Senior Director, Communications and Funds Development Roger Dermody – Deputy Executive Director for Mission Earline Williams – Deputy Executive Director for Shared Services
<i>Recorder</i>	Susan Abraham – Staff, Office of the Executive Director
<i>Others</i>	Martha Clark – Staff, Office of Legal Services Barry Creech – Staff, Office of the Executive Director Dana Dages – Staff, Office of the Executive Director April Davenport – Staff, Office of Legal Services Courtney Hoekstra – Staff, Office of the Executive Director Jill Hudson – Staff, Mid-Council Relations Nathan Key – Presbyterian Layman Mike Kirk – Staff, Office of Legal Services Sam Locke – Staff, Communications and Funds Development Kathie Lyvers – Staff, Office of Legal Services Vince Patton – Staff, Racial Ethnic and Women’s Concerns/Presbyterian Women Carmen Rosario – Chair, Advocacy Committee for Racial Ethnic Concerns Leslie Scanlon – Presbyterian Outlook Josephene Stewart – Presbyterian Mission Agency Board Elected Member

Jerry Van Marter –Staff, Presbyterian News Service
Raafat Zaki – Chair, Advisory Committee on Social Witness Policy

ACTION 1-EC-092513
Adoption of Agenda

Mr. Schramm reviewed and the Executive Committee **VOTED to adopt** the proposed agenda for this meeting (**Appendix 1**).

ACTION 2-EC-092513
Approval of Executive Committee Minutes

The Executive Committee **VOTED to approve** the minutes of the following Executive Committee meetings as presented:

- April 10, 2013
- June 12, 2013
- June 24, 2013
- August 1-3, 2013
- September 4, 2013

CHAIR APPOINTMENTS
ACTION 3-092513
Jarvie Commonweal Service

The Executive Committee **VOTED to recommend** that the Presbyterian Mission Agency Board approve and forward to the Board of National Missions for action the nomination of Betty Jones to serve as the Presbyterian Mission Agency Board representative on the Jarvie Commonweal Service Committee, for a second three-year term beginning January 1, 2014 (**Appendix 2**).

ACTION 4-EC-092513
Restricted Funds Oversight Subcommittee & Boggs Rural Life Center, Inc. Board of Directors

The Executive Committee **VOTED to ratify** the following appointments by the chair (**Appendix 2**):

- a. The Restricted Funds Oversight Subcommittee (RFOSC)
 - Glen Snider, Class of 2015
(re-appointment effective following the September 2013 Board meeting)
- b. Board of Directors of Boggs Rural Life Center, Inc.
 - April Davenport
 - Roger Dermody
 - Sterling Morse

ACTION 5-EC-092513
Celebration of Holy Communion

The Presbyterian Mission Agency Board Executive Committee **VOTED to approve** the celebration of Holy Communion at the following events (**Appendix 3**):

1. Credo Conferences in 2014

<u>Dates</u>	<u>Location</u>
March 9-17, 2014	Solomon Conference Center, Loranger, LA
March 23-31, 2014	Lake Logan Conference Center, Canton, NC
April 27-May 5, 2014	Wooded Glen Conference Center, Henryville, IN
May 12-19, 2014	Solomon Conference Center, Loranger, LA

- Sept. 22-29, 2014 Wooded Glen Conference Center, Henryville, IN
- Oct. 5-13, 2014 Beaver Hollow Conference Center, Java Center, NY
- Oct. 19-27, 2014 Roslyn Conference Center, Richmond, VA
- Nov. 9-17, 2014 Mo Ranch Conference Center, Hunt, TX

2. Closing worship of the Mission Co-Worker Sharing conference being held on Wednesday, August 7, 2013 at Law's Lodge.
3. Worship services to celebrate the new hymnal's publication on:

<u>Dates</u>	<u>Location</u>
October 19, 2013	Wayne Presbyterian Church; Wayne, PA
November 2, 2013	First Presbyterian Church Albuquerque, NM
November 5, 2013	First Presbyterian Church Salt Lake City, UT
January 10, 2014	First Presbyterian Church Ft. Worth, TX
February 22, 2014	Central Presbyterian Church; Atlanta, GA
March 15, 2014	Harvey Browne Presbyterian Church; Louisville, KY

4. The Women of Color Consultation on October 11-13, 2013

ACTION 6-EC-092513
Programmatic Emphases

The Executive Committee **VOTED to approve** the following listing of Special Days and Programmatic Emphases for 2015. These days will be listed in the Presbyterian Planning Calendar and other materials. New requests for 2015 are marked with an asterisk (**Appendix 4**).

Dates	Programmatic Emphases or Liturgical Designation	Baptism	Eucharist
January 6	<i>Epiphany of the Lord</i> (Tuesday)		X
January 11	<i>Baptism of the Lord</i>	X	X
January 11	Human Trafficking Awareness Day (Sunday)		

January 18	Week of Prayer for Christian Unity begins/Race Relations		
January 25	Criminal Justice		
February 1	Souper Bowl of Caring		
February 8	Camp and Conference Ministries		
February 15	<i>Transfiguration of the Lord</i>	X	X
February 15	Health Awareness and Prayer for Healing		
February 18	<i>Ash Wednesday</i> (Wednesday)		X
February 22	<i>1st Sunday in Lent</i>		
March 1	<i>2nd Sunday in Lent</i>		
March 6	World Day of Prayer (Friday)		
March 8	<i>3rd Sunday in Lent</i> ; International Women's Day/Celebrate the Gifts of Women		
March 15	<i>4th Sunday in Lent</i> ; Self-Development of People		
March 22	<i>5th Sunday in Lent</i>		
March 29	<i>Passion/Palm Sunday</i>		X
March 29	Justice Advocacy		
March 30	<i>Monday of Holy Week</i>		
March 31	<i>Tuesday of Holy Week</i>		
April 1	<i>Wednesday of Holy Week</i>		
April 2	<i>Maundy Thursday</i>		X
April 3	<i>Good Friday</i>		
April 4	<i>Great Vigil of Easter</i>	X	X
April 5	<i>Resurrection of the Lord/Easter</i> ; One Great Hour of Sharing	X	X

April 16	Holocaust Remembrance Day (Thursday)		
April 22	Earth Day (Wednesday)		
April 24	Armenian Genocide Remembrance Day (Friday)		
May 1	May Friendship Day (Friday)		
May 3	Older Adult Week begins; Wills Emphasis		X
May 7	National Day of Prayer (Thursday)		
May 9	Fair Trade Day (Saturday)		
May 10	Mother's Day		X
May 17	<i>Ascension of the Lord</i>		X
May 22	1001 Worshiping Communities		
May 24	<i>Day of Pentecost</i> ; Pentecost Offering	X	X
May 24	Presbyterian Heritage		X
May 31	<i>Trinity Sunday</i>	X	X
*May 31	Multicultural Church ²		
June 7	Rural Life		
June 14	Disability Inclusion		
June 21	Men of the Church; Father's Day		
*June 28	Active Life ¹		
*July 5	Immigration Sunday ³		
July 19	Smaller Membership Church		
July 26	Metropolitan/Urban Ministry		
August 2	Homelessness/Affordable Housing		
August 6	Hiroshima Day (Thursday)		

August 9	Higher Education/Collegiate Ministries		
August 16	Youth in the Church and World		
August 23	Public Education		
*September 6	Season of Peace begins; Christian Vocation ⁴		
September 7	Labor Day; A Social Creed for the 21st Century (Monday)		
September 13	Christian Education Week begins		
September 20	Theological Education/Seminary		
September 21	International Day of Peace (Monday)		
*September 23	Native American Day (Fall Equinox) (Wednesday) ⁵		
September 24	Global Week of Action against Gun Violence begins (Thursday)		
September 27	Evangelism Sunday		
October 4	World Communion Sunday; Peacemaking Offering		X
October 11	Domestic Violence Awareness		
October 16	World Food Day (Friday)		
October 18	Children's Sabbath		
October 24	United Nations Day (Saturday)		
October 25	Reformation Sunday		
November 1	<i>All Saints' Day</i> (Sunday)		X
November 1	Christian and Citizen; Stewardship Commitment		
November 3	Election Day (Tuesday)		
November 6	World Community Day (Friday)		

November 8	Caregiver Sunday		
November 22	<i>Christ the King/Reign of Christ</i>	X	X
November 26	Thanksgiving Day (Thursday)		
November 29	<i>1st Sunday of Advent</i>		
December 1	World AIDS Day; Presbyterian HIV/AIDS Awareness (Tuesday)		
December 6	<i>2nd Sunday of Advent</i>		
December 10	Human Rights Day (Thursday)		
December 13	<i>3rd Sunday of Advent</i>		
December 20	<i>4th Sunday of Advent</i> ; Christmas Joy Offering		
December 24	<i>Christmas Eve</i> (Thursday)		X
December 25	<i>Nativity of Jesus Christ/Christmas Day</i> (Friday)		X

ACTION 7-EC-092513
Changes to the Manual of Operations

The Executive Committee **VOTED to approve** the following changes to the *Presbyterian Mission Agency Manual of Operations (Appendix 5)*:

- a. The addition of the “Program Evaluation Process,” as Appendix 12 to the *Presbyterian Mission Agency Manual of Operations*.
- b. In response to the directive of the 220th General Assembly (2012), include the recommendation that the Presbyterian Mission Agency Board shall meet at least once every two years with the elected leadership of the advocacy committees in the *Presbyterian Mission Agency Manual of Operations* Appendix 1, Section B., paragraph 3., “General Assembly Advisory and Advocacy Committees.” (Addition is underlined.)
 - B. Advocacy Committee for Racial Ethnic Concerns (ACREC)
 - 3. Access

The Advocacy Committee for Racial Ethnic Concerns shall have direct access to the General Assembly and the Presbyterian Mission Agency Board. In accordance with the recommendation of the 220th General Assembly (2012), the Presbyterian Mission Agency Board shall meet at least once every two years with the elected leadership of the advocacy committees for strategic reflection and anticipation concerning racial ethnic concerns.

Access to the General Assembly and the Presbyterian Mission Agency Board shall be in the form of policy statements, resolutions, study papers, racial involvement reports, a yearly narrative report, Advice and Counsel Memoranda, and other appropriate correspondence. Advice and Counsel Memoranda shall be developed in consultation with other advisory and advocacy committees as appropriate.

The committee shall submit its General Assembly report to the Presbyterian Mission Agency Board Executive Committee for review and possible comments by the Presbyterian Mission Agency Board.

- c. In response to the directive of the 220th General Assembly (2012), include the recommendation that the Presbyterian Mission Agency Board shall meet at least once every two years with the elected leadership of the advocacy committees in the *Presbyterian Mission Agency Manual of Operations* Appendix 1, Section C., paragraph 3., “General Assembly Advisory and Advocacy Committees.” (Addition is underlined.)

C. Advocacy Committee for Women’s Concerns (ACWC)

3. Access

The Advocacy Committee for Women’s Concerns shall have direct access to the General Assembly and the Presbyterian Mission Agency Board. In accordance with the recommendation of the 220th General Assembly (2012), the Presbyterian Mission Agency Board shall meet at least once every two years with the elected leadership of the advocacy committees for strategic reflection and anticipation concerning women’s concerns.

Access to the General Assembly and the Presbyterian Mission Agency Board shall be in the form of policy statements, resolutions, study papers, a yearly narrative report, Advice and Counsel Memoranda. Advice and Counsel Memoranda, and other appropriate correspondence shall be developed in consultation with other advisory and advocacy committees as appropriate.

The committee shall submit its General Assembly report to the Presbyterian Mission Agency Board Executive Committee for review and possible comments by the Presbyterian Mission Agency Board.

- d. Authorize the chair and vice-chair of the Board to review and approve requests to celebrate Holy Communion in between regular meetings of the Executive Committee and report any approvals at the next meeting.
- e. Add the above to duties of Chair and Vice-Chair in Appendix 1B of the *Presbyterian Mission Agency Manual of Operations*.

**REPORT OF THE BOARD
NOMINATING &
GOVERNANCE
SUBCOMMITTEE**

ACTION 8-EC-092513

*MRTI Description in the
Manual of Operations*

The Executive Committee **VOTED to approve** the following recommendations of the Board Nominating and Governance Subcommittee:

- 1. Amend the description of the Mission Responsibility Through Investment Committee (MRTI) in the *Presbyterian Mission Agency Manual of Operations*, Appendix 1F, Section III.A. in the following manner (additions are shown underlined and deletions are shown with a strike through):**

A. Mission Responsibility Through Investment Committee (MRTI)

The Committee on Mission Responsibility Through Investment (MRTI) is responsible for implementing General Assembly policy related to mission responsibility through investment. MRTI assists the church at all levels to utilize its investments as key instruments to promote its mission goals in society. MRTI provides leadership for effective engagement of the private sector in partnership with ecumenical colleagues in the United States, and in collaboration with indigenous churches, ecumenical bodies and local groups in other nations

1. Budget

The budget for MRTI is developed by staff and proposed to the Presbyterian Mission Agency Board for approval by the General Assembly.

2. Composition:

MRTI is composed of:

- two elected representatives named by each of its member agencies:
 - Presbyterian Mission Agency Board,
 - Board of Pensions and
 - Presbyterian Church(USA) Foundation/New Covenant Trust Company), and
- one representative each from the elected membership of:
 - the Advisory Committee on Social Witness Policy,
 - the Advocacy Committee on Women's Concerns and
 - the Advocacy Committee on Racial Ethnic Concerns.

In addition, the General Assembly elects three At-Large members bringing MRTI's total membership to 12 persons.

3. Relation to the General Assembly and the Presbyterian Mission Agency Board

Nominated by the General Assembly Nominating Committee and elected by the General Assembly, this committee reports to the Presbyterian Mission Agency Board's Justice Committee.

4. Staffing Relationship and Lodgment:

Staffing for MRTI is provided by Compassion, Peace and Justice Ministry Area of the Presbyterian Mission Agency.

5. Assigned Functions:

MRTI's primary function is to develop and implement a coordinated strategy for the General Assembly's Investment Policies and Guidelines for the General Assembly and for subsequent General Assembly action related to investment or divestment. Specific assigned functions include:

- 1) recommend, as needed, revisions or additions to the General Assembly's Investment Policies and Guidelines (for use by the Board of Pensions, Presbyterian Church (USA) Foundation, Inc., New Covenant Trust Company; and other fiduciaries within the church family) designed to reach mission goals of the General Assembly,
- 2) recommend to the Presbyterian Mission Agency Board specific actions on the exercise of investor rights and responsibilities such as proxy voting, initial filing of shareholder resolutions, and joining with other shareholders in litigation calling for regulatory oversight or other forms of redress,
- 3) recommend to appropriate ministry areas or related bodies, middle governing bodies, institutions and communicant members of the Presbyterian Church (USA) ways and means to carry out General Assembly investment policies respecting social concerns, including the voting of proxies on shareholder resolutions,
- 4) appoint representatives to ecumenical organizations through which the Presbyterian Church (USA) seeks to advance its work in the area of mission responsibility through investments, and (5) assist Compassion, Peace and Justice in coordinating corporate responsibility concerns with mission program and strategies on economic and social justice.

ACTION 9-EC-092513
*PDAAC Description in
the Manual of Operations*

2. **Amend the description of the Presbyterian Disaster Assistance Advisory Committee (PDAAC) in the *Presbyterian Mission Agency Manual of Operations*, Appendix 1F, Section III.C. in the following manner (additions are shown underlined and deletions are shown with a strike through):**

C. Presbyterian Disaster Assistance Advisory Committee (PDAAC)

1. Purpose

The purpose of the Presbyterian Disaster Assistance Advisory Committee is to review the work of Presbyterian Disaster Assistance and give policy advice. Presbyterian Disaster Assistance "is a ministry of relief and response to national and international disasters, aid to refugees and displaced persons, refugee resettlement and efforts toward development." This ministry is "carried out through ecumenical partnerships, related church agencies, mid-councils, and congregations." Nominated by the General Assembly Nominating Committee and elected by the General Assembly. This committee reports to the Presbyterian Mission Agency Board's Justice Committee.

2. Budget

The budget for Presbyterian Disaster Assistance is developed by staff and proposed to the Presbyterian Mission Agency Board for approval by the General Assembly.

3. Composition

The Presbyterian Disaster Assistance Advisory Committee is comprised of seven (7) At-Large members, nominated by the General Assembly Nominating Committee and elected by the General Assembly. Members serve a one four-year term and are eligible for consideration to one additional term.

4. Accountability

This committee reports to the Presbyterian Mission Agency Board's Justice Committee.

5. Staff Accountability and Lodgment

Staff responsible for planning and coordinating the work of Presbyterian Disaster Assistance are appointed by and accountable to the Director of the Compassion, Peace & Justice Ministry Area.

6. Assigned Functions

- 1) Assist in setting strategic program direction
- 2) Contribute knowledge and expertise in disaster relief
- 3) Ensure that Presbyterian Disaster Assistance is strategically aligned with the priorities of the Presbyterian Mission Agency.

- 4) Promote and interpret the One Great Hour of Sharing Offering;
- 5) Provide advice concerning expenditure of designated funds over \$500,000 in response to large scale disasters.
- 6) Provide input on the development of an annual budget
- 7) Work with staff to develop and implement communication and fund-raising strategies.

ACTION 10-EC-092513

*PHPAC Description in
the Manual of Operations*

3. Amend the description of the Presbyterian Hunger Program Advisory Committee (PHPAC) in the *Presbyterian Mission Agency Manual of Operations*, Appendix 1F, Section III.D. in the following manner (additions are shown underlined and deletions are shown with a strike through):

1. Presbyterian Hunger Program Advisory Committee (PHPAC)

1. Purpose

The purpose of the Presbyterian Hunger Program Advisory Committee is to guide the church's response to hunger and its underlying causes.

2. Budget

The budget for the Presbyterian Hunger Program is developed by staff and proposed to the Presbyterian Mission Agency Board for approval by the General Assembly.

3. Staff Relationships and Lodgment

Staff responsible for planning and coordinating the work of the Presbyterian Hunger Program are appointed by and accountable to the Director of Compassion, Peace and Justice.

4. Relation to the General Assembly and the Presbyterian Mission Agency Board

Nominated by the General Assembly Nominating Committee and elected by the General Assembly, this committee reports to the Presbyterian Mission Agency Board's Justice Committee, typically in the form of minutes and changes to the PHP Advisory Committee Operating Guidelines.

5. Assigned Functions

The committee carries out the following tasks:

- a. Recommend Presbyterian Hunger Program operating guidelines guidelines in concordance with PMA goals and

work plan

- b. Recommend policies, procedures and guidelines that govern the Presbyterian Hunger Program grant process
- c. Review grant requests and make funding (grant) decisions within the approved guidelines
- d. Promote the One Great Hour of Sharing Offering through highlighting the work of the Presbyterian Hunger Program, Self-Development of Peoples and Presbyterian Disaster Assistance.
- e. Promote Presbyterian Hunger Program initiatives in congregations and presbyteries
- f. Suggest the development of programs and strategies for implementing the "Common Affirmation on Global Hunger," and other General Assembly policies related to hunger and poverty.

ACTION 11-EC-092513
*Generative Role of Board
Members*

4. Approve the following change to the Manual of Operations, Appendix 1: Presbyterian Mission Agency Board Organization, Section II F. c. 4:

STRIKE the phrase “loyalty and care” at the end of item 4 and ADD the following language: “loyalty, care, and of providing fiduciary, generative, and strategic leadership necessary for guiding and directing the Presbyterian Mission Agency’s work.”

So that the phrase would read:

4) Informed and honest participation, including appropriate inquiry, in all meetings of the Presbyterian Mission Agency Board and its related committees to fulfill the member’s duties of ~~loyalty and care~~ loyalty, care, and of providing fiduciary, generative, and strategic leadership necessary for guiding and directing the Presbyterian Mission Agency’s work.

Rationale

At its April, 2013, meeting, the Presbyterian Mission Agency Board received and acted upon the report of the Governance Task Force, and in so doing approved a list of board member responsibilities as part of the Elected Member Job Description in Appendix 1 of the Manual of Operations.

The relevant action approved was to insert the following language into the Appendix:

c. Member Responsibilities:

In addition to adherence to the Board covenant, to be faithful and accountable in the following ways:

- 1) Active involvement in a Presbyterian Church (U.S.A.) congregation and commitment to a personal discipline of spiritual growth*
- 2) Knowledge of and commitment to the mission, goals, and policies of the Presbyterian Church (U.S.A), the Presbyterian Mission Agency and its Board.*
- 3) Openness to new vision and direction emerging within the life of the church*
- 4) Informed and honest participation, including appropriate inquiry, in all meetings of the Presbyterian Mission Agency Board and its related committees to fulfill the member's duties of loyalty and care.*
- 5) Attendance and participation in all events on the agenda of board meetings.*
- 6) Faithful discipleship regarding stewardship, confidentiality, and leadership roles, acting in the best interests of the Presbyterian Mission Agency.*
- 7) Positive and active interpretation of the work of the Presbyterian Mission Agency to congregations and councils of the church through presentations and other communications.*
- 8) Provide and promote financial support through gifts to some or all of the following: congregation or presbytery, and the Presbyterian Mission Agency (including any of its ministries).*
- 9) Provide constructive feedback in response to surveys and evaluations relating to the Presbyterian Mission Agency Board*

At the April, 2013, board meeting, some members felt that these responsibilities did not include sufficient focus on the larger generative responsibilities of leading General Assembly mission at the “big picture” level. Some sought to amend #2, other sought to amend #3. In the end, the matter was referred to the Board Nominating and Governance Subcommittee.

In considering a change, care should be exercised so that the Presbyterian Mission Agency does not pretend to offer guidance beyond its particular scope and work, neither to the work of individual congregations, nor to the mission of other General Assembly entities or councils of the church.

At the same time, elected members of the Presbyterian Mission Agency Board have a responsibility to guide and direct the particular work of the Mission Agency, including evaluation, oversight and ongoing development

of its Mission Work Plan. Board members should attend, as part of their ongoing responsibility, to the ways in which their leadership includes generating vision and direction for the agency and its staff.

The Presbyterian Mission Agency Board member job description, and in particular the section under member responsibilities, encourages members to be aware of the mission, goals, and policies of the Presbyterian Church (U.S.A), the Presbyterian Mission Agency and its Board (number 2), to be open to new vision and direction emerging within the life of the church at large (number 3), and to use this information to honestly participate in the meetings and work of the Board. What is missing is an explicit expectation to use the awareness of current mission goals and policies and the openness to new vision in the church to direct the work of the Agency. This language adds this explicit expectation for elected board members.

**REPORT OF THE
PERSONNEL**

SUBCOMMITTEE

ACTION 12-EC-092513

*Authorize PMAB to Make
Final Decisions
Regarding High Level
Structure of the PMA
Staff Organization*

The Executive Committee **VOTED to approve** the following recommendations of the Personnel Subcommittee (**Appendix 6**):

- 1. That the Executive Committee propose, for approval by the Presbyterian Mission Agency Board and the 221st General Assembly (2014), changes to the *Manual of Operations* which would authorize the Presbyterian Mission Agency Board to make final decisions regarding the high level structure of the Presbyterian Mission Agency staff organization:**

Amend Section V: "Presbyterian Mission Agency Staffing" as follows:

V. Presbyterian Mission Agency Staffing

- A. The Presbyterian Mission Agency ~~Board~~ fulfills its work, in part, through staff led by the Executive Director. ~~The Executive Director carries out responsibilities with staff in the following ministries: Mission, Communications and Funds Development, Shared Services; and the Office of the Executive Director.~~ For the Presbyterian Mission Agency staff organization, refer to Appendix 2A.
- B. ~~Between meetings of the General Assembly, t~~ The Presbyterian Mission Agency Board, upon recommendation of the Executive Director, is authorized to restructure the staff organization, always in alignment with the mission direction of the General Assembly. Any such organizational changes will be reported to the next General Assembly.

- 2. That the Executive Committee propose, for approval by the Presbyterian Mission Agency Board, changes to *Manual of Operations*, Appendix 2A and 2B, which describe the staff organization:**

ACTION 13-EC-092513

Description of Staff

Amend Appendix 2A and 2B as follows:

Appendix 2A: Presbyterian Mission Agency Staff Organization

The Executive Director carries out responsibilities with staff in the following ministries: the Office of the Executive Director, Mission, Shared Services, Communications and Funds Development.

I. Mission Administration

A. Office of the Executive Director

The primary purpose of the office is to provide overall leadership and support for the mission of the Presbyterian Church (U.S.A.) working with and through the Presbyterian Mission Agency Board and the ~~General Assembly~~ Ministries. The office is divided into mission administration areas, one of which is shared with the Office of the General Assembly:

1. Advocacy Committee Support which includes, Advocacy Committee for Racial Ethnic Concerns, and Advocacy Committee for Women's Concerns.
2. Human Resources
3. Internal Audit
4. Legal & Risk Management
5. Policy, Administration and Board Support

B. Shared with the Office of the General Assembly

1. Mid Council Relations

C. Deputy Executive Directors

The ~~General Assembly~~ Ministries are led by two Deputy Executive Directors and two Senior Directors, reporting to the Executive Director.

1. Deputy Executive Director for Mission
 - a. Evangelism and Church Growth
 - b. Compassion, Peace and Justice
 - c. Racial Ethnic and Women's Ministries/Presbyterian Women
 - d. Theology, Worship and Education
 - e. World Mission
 - f. Research Services
2. Deputy Executive Director for Shared Services
 - a. Finance and Accounting
 - b. Information Technology
 - c. Presbyterian Center Services
 - d. Presbyterian Distribution Services

3. Senior Director for Communications
 - a. Mission Communications
 - b. Communications Services

4. Senior Director for Funds Development Ministry
 - a. Major Gifts
 - b. Church Support
 - c. Special Offerings and Appeal
 - d. Relationship and Development Operations

II. Changes to the staff structure

- A. Changes to the ministry area structure of the Presbyterian Mission Agency (Communications, Funds Development, Mission, Office of the Executive Director, and Shared Services) must be approved by the Presbyterian Mission Agency Board, upon recommendation by the Executive Committee and the Executive Director.

- B. Changes to the structure within a ministry area must be approved by the Presbyterian Mission Agency Board Executive Committee, upon recommendation by the Executive Director.

APPENDIX 2B: Ministries

I. Mission Ministries:

A. Evangelism and Church Growth

The Evangelism and Church Growth Ministry equips, empowers, and inspires individuals, congregations and governing bodies to share their personal faith in Christ and to become connected to a community of faith. This work is done in partnership with synods and presbyteries. Work area offices carry out this ministry by coaching and training leaders to plant new churches, to transform existing congregations, and to effectively share and live out the Gospel in our increasingly multicultural world.

B. Compassion, Peace and Justice

The Compassion, Peace and Justice Ministry seeks to support, assist and involve congregations and mid councils in ministries of compassion, justice, and peacemaking. This ministry responds to disasters, provides support for sustainable community development, and works to alleviate hunger and poverty nationally and around the world. It also addresses injustice in all arenas of life and advocates for just and peaceful solutions to situations of violence, conflict and oppression. This

work is done in collaboration with mid councils, partner churches, ecumenical partners and community-based organizations. Work areas and offices carry out this ministry in a variety of ways, providing resources, supporting networks, sponsoring events that equip congregations to witness to God's healing and reconciling activity in the world.

C. Racial Ethnic and Women's Ministries/Presbyterian Women

The Racial Ethnic and Women Ministries/Presbyterian Women Ministry seek to develop leaders, to work for racial and gender justice and equality, and to cultivate Presbyterian communities of faith that truly reflect the increasing multicultural makeup of our society. Work areas and offices carry out this ministry through networks, events, publications, communication, advocacy, and financial support.

D. Theology, Worship, and Education

The Theology, Worship, and Education Ministry assists the whole church in its common calling to explore the riches of the gospel, worship the one Triune God, and strengthen the ministries of the church. In partnership with congregations, presbyteries, and seminaries, Theology, Worship, and Education develops educational materials, worship resources, leader development programs, spiritual enrichment processes, and theological studies that support the church's faith and life. This Ministry also bears responsibility for Faith and Order ecumenical work on behalf of the entire Presbyterian Mission Agency.

E. World Mission

The World Mission Ministry carries on the Presbyterian calling and tradition of sending missionaries, sharing and living out the gospel, and supporting partner Christian ministries around the globe. Work areas and offices in this ministry include supporting dozens of partner churches in many countries, working with international ecumenical bodies, and sending hundreds of full time, part time, and volunteer mission personnel to over 60 countries around the world. World Mission supports mission involvement throughout the PC(USA) by providing mission education, networking opportunities, opportunities to volunteer nationally, and leadership development for young adults serving nationally and internationally.

II. Support Ministries

A. Communications Ministry

Communications Ministry communicates the mission and ministry of the Presbyterian Mission Agency Board and the role and activities regarding mission in the PC(USA).

B. Funds Development Ministry

Funds Development Ministry encourages, implements, and guides stewardship and giving to fund the Presbyterian Mission Agency and the mission and ministry of connectional entities and agencies of the PC(USA).

C. Shared Services

Shared Services Ministry faithfully receives, records, and reconciles contributions offered to the church from congregations and presbyteries. Shared Services assists the ministry areas in budgeting, disbursing, documenting, and financial reporting. Shared Services prints, packages, mails, and distributes denominational materials to congregations, mid councils, and to mission fields across the nation and the world. Shared Services also provides support for, information technology, property management, and Presbyterian Center operations.

III. Amendments to these Descriptions

Amendments to these descriptions of the staff structure components may be approved by the Presbyterian Mission Agency Executive Committee upon recommendation by the Executive Director.

FUTURE BOARD MEETINGS

Mr. Barry Creech presented options for alternate Board meeting arrangements. A survey (**Appendix 7**) will be distributed to all Board members to seek their input. Board members will be asked to complete the survey before leaving the meeting.

BOARD DEVELOPMENT

As part of Board development for the Executive Committee, Ms. Noelle Royer and Mr. Schramm reviewed and reflected on the chapters “Giving Way to Passion” and “Lighting a Spark,” from the book *The Art of Possibility*, by Benjamin and Rosamund Zander.

ADVISORY AND ADVOCACY COMMITTEE REPORTS

Mr. Raafat Zaki, chair of the Advisory Committee on Social Witness Policy, Ms. Carmen Rosario, chair of the Advocacy Committee for Racial Ethnic Concerns, and Ms. Courtney Hoekstra, staff to the Advocacy Committee for Women’s Concerns, gave a brief report on the work of their committee and possible topics for the 221st General Assembly (2014) (**Appendices 8&9**).

FINANCIAL REPORTS

Ms. Earline Williams presented the year-to-date financial report since July 2013. The report revealed that undesignated giving is less than planned as were expenditures. The Budget Plan 2015 & 2016 will focus on ministries with high measurable impact and high alignment with the six directional goals. (**Appendix 10**)

**COMMUNICATIONS
MINISTRY UPDATE**

Ms. Linda Valentine gave an update on the hiring process for the Director of Communications and reported on the 2013 Big Tent event that was held on August 1-3 in Louisville, Kentucky.

**FUNDS DEVELOPMENT
MINISTRY REPORT**

Ms. Terri Bate, Senior Director for Funds Development, presented the year-to-date World Mission Funds Development Report since July 31, 2013 (**Appendix 11**), and Mr. Sam Locke, Director of Special Offerings, presented the Special Offerings Report for January – July 2013 (**Appendix 12**).

**2014 GENERAL
ASSEMBLY INITIATIVES**

Roger Dermody presented the following as potential initiatives that the Presbyterian Mission agency could bring to the 221st General Assembly (2014):

- Season of Service for a Lifetime of Change
- Educate a Child, Transform the World

A progress report on the 220th General Assembly (2012) initiative, “1001 New worshipping Communities,” will also be presented to the Assembly in 2014.

**GENERAL ASSEMBLY
REVIEW SELF-STUDY**

Mr. Barry Creech reported that the Presbyterian Mission Agency will be reviewed by the General Assembly in 2016. A self-study will be prepared for Board approval as part of this process.

The agency review committee’s role will be to examine the agency’s:

- Church Relatedness
- Policies and Program Effectiveness
- Collaboration with Other Agencies

**RESTRICTED FUNDS
OVERSIGHT
SUBCOMMITTEE
REPORT
ACTION 14-EC-092513**

The Executive Committee **VOTED to recommend** that the Presbyterian Mission Agency Board approve the list of General Assembly Mission restricted funds grants (**Appendix 13**).

**2013 General Assembly Mission
Restricted Funds
Grant Recommendations**

Presbyterian Mission Agency Board
February 5, 2014
Executive Committee
Appendix 2

Synod	Presbytery	Applicant	Fund Number	Fund Restriction	Amount Granted
Southwest	Grand Canyon	Scottsdale Presbyterian Church; Scottsdale, AZ	58189	To be used for medical research where most needed	\$ 18,800
Living Waters	Western Kentucky	Presbyterian Church of Henderson (on behalf of Brain Injury Adventure Camp); Henderson, KY	58529	Used to provide for any educational opportunities which support the work of individuals who are involved in any way in ministry that benefits those who have mental retardation or other mentally or physically disabling conditions; this income may also be used to support ministry which specifically benefits those who have mental retardation or other mentally or physically disabling conditions	1,133
Mid-America	John Calvin	First Presbyterian Church; Chanute, KS	58879	Mission work among Chinese and Spanish Americans	1,572
South Atlantic	St. Augustine	Highlands Presbyterian Church; Gainesville, FL	59239	Mission program with preference given to advocacy for environment and evangelism	2,412
Mid-Atlantic	Eastern Virginia	Great Bridge Presbyterian Church (on behalf of Chesapeake Area Shelter Team); Chesapeake, VA	59251	Mission support within the U.S.	1,152
Southwest	de Cristo	Presbytery de Cristo; Tucson, AZ	70047	Train ministers for preaching and teaching the Bible, Western U.S. area	67,200
				Total Amount Granted	\$ 92,269

REVIEW OF COMMITTEE BUSINESS

The chairs of each of the Mission Committees highlighted the business expected before their particular committees for this meeting.

ACTION 15-EC-092513
Convene in Closed Session

The Executive Committee **VOTED to convene** in closed session at 1:35 p.m. to discuss personnel and property matters with only members of the Executive Committee and the following individuals:

- Linda Valentine
- Josephene Stewart
- Barry Creech
- Earline Williams
- Martha Clark
- April Davenport
- Mike Kirk

- Roger Dermody
- Susan Abraham
- Dana Dages

ACTION 16-EC-092513 The Executive Committee **VOTED to rise** from closed session 1:46 p.m. No actions
Rise from Closed Session were taken in closed session.

ACTION 17-EC-092513 The Executive Committee **VOTED to convene** in closed session at 1:47 p.m. to
Convene in Closed discuss personnel matters with only members of the Executive Committee and the
Session following individuals:

- Linda Valentine
- Martha Clark

ACTION 18-EC-092513 The Executive Committee **VOTED to rise** from closed session at 2:00 p.m. There
Rise from Closed Session are no actions to report from this closed session.

CLOSING PRAYER & There being no further business, the meeting of the Executive Committee was closed
ADJOURNMENT with prayer.

Mr. Matthew Schramm

Chair, Presbyterian Mission Agency Board

Ms. Linda Valentine

Executive Director, Presbyterian Mission Agency

Approved February 5, 2014

**Minutes of the Executive Committee of the
Presbyterian Mission Agency Board
Of the Presbyterian Church (U.S.A.)
Conference Call**

November 5, 2013 –1 p.m. EST

- CALL TO ORDER** Mr. Matthew Schramm, Chair, called the special meeting of the Executive Committee of the Presbyterian Mission Agency Board (“the Board”) to order with prayer.
- ATTENDANCE** Mr. Schramm called upon Ms. Susan Abraham, recorder for the meeting, to call the roll.
- MEMBERS PRESENT** Art Canada – Vice-chair
Bill Capel – Acting Chair, Finance Committee
Cathy Piekarski – Member-at-large
Heath Rada – Member-at-large
Noelle Royer – Chair, Justice Committee
Matt Schramm – Chair
Joyce Smith – Chair, Leadership Committee
Linda Valentine – Member ex-officio
- EXCUSED** Steve Aeschbacher – Member-at-large
Mihee Kim-Kort – Chair, Worshiping Communities Committee
- Leadership Cabinet* Roger Dermody – Deputy Executive Director for Mission
Earline Williams – Deputy Executive Director for Shared Services
- Recorder* Susan Abraham –Staff, Office of the Executive Director
- Others* Martha Clark, Staff, Legal Services
Barry Creech, Staff, Office of the Executive Director
Dana Dages, Staff, Office of the Executive Director
April Davenport, Staff, Legal Services
Debbie Gardiner, Staff, Office of the Executive Director
Eric Hoey, Staff, Evangelism and Church Growth
Mike Kirk, Staff, Legal Services
Lisa Robbins, Staff, Human Resources
- ACTION – 1-EC-110513**
RATIFY CHAIR
APPOINTMENTS The Presbyterian Mission Agency Board Executive Committee **VOTED** to ratify the appointment of the following three persons to the Stony Point Incorporation Proposal Evaluation Committee (**Appendix 1**):
- **Conrad Rocha**
 - **Linda Scholl**
 - **Mary C. “Molly” Baskin**

**ACTION – 2-EC-110513
CONVENE IN CLOSED
SESSION**

The Executive Committee **VOTED** to convene in closed session at 3:12 p.m. to discuss personnel matters with only voting members of the Executive Committee and the following individuals who are invited to remain and to attend the closed session:

1. Linda Valentine
2. Roger Dermody
3. Barry Creech
4. Earline Williams
5. Lisa Robbins
6. Martha Clark
7. April Davenport
8. Mike Kirk
9. Susan Abraham
10. Dana Dages
11. Debbie Gardner

**ACTION – 3-EC-110513
RISE FROM CLOSED
SESSION**

The Executive Committee **VOTED** to rise from closed session at 3:55 p.m. The chair announced that no actions were taken in closed session.

**ADJOURNMENT AND
CLOSING PRAYER**

The meeting of the Executive Committee was closed with prayer by Mr. Schramm.

Mr. Matthew Schramm

Chair, Presbyterian Mission Agency Board

Ms. Linda Valentine

Executive Director, Presbyterian Mission Agency

Approved February 5, 2014

**Minutes of the Executive Committee of the
Presbyterian Mission Agency Board
Of the Presbyterian Church (U.S.A.)
Conference Call**

November 13, 2013 –1 p.m. Eastern Time

CALL TO ORDER Mr. Matthew Schramm, Chair, called the meeting of the Executive Committee of the Presbyterian Mission Agency Board (“the Board”) to order with prayer.

ATTENDANCE Mr. Schramm called upon Ms. Susan Abraham, recorder for the meeting, to call the roll.

MEMBERS PRESENT Steve Aeschbacher – Member-at-large
Art Canada – Vice-chair
Bill Capel – Acting Chair, Finance Committee
Cathy Piekarski – Member-at-large
Noelle Royer – Chair, Justice Committee
Matthew Schramm – Chair
Joyce Smith – Chair, Leadership Committee
Linda Valentine – Member ex-officio

MEMBERS EXCUSED Mihee Kim-Kort – Chair, Worshiping Communities Committee
Heath Rada – Member-at-large

LEADERSHIP CABINET Terri Bate, Senior Director, Communications and Funds Development
Roger Dermody, Deputy Executive Director for Mission
Earline Williams, Deputy Executive Director for Shared Services

RECORDER Susan Abraham, Staff, Office of the Executive Director

STAFF Martha Clark, Office of Legal Services
Barry Creech, Office of the Executive Director
Dana Dages, Office of the Executive Director

PRESS Leslie Scanlon, Presbyterian Outlook

ACTION – 1-EC-111313
RATIFY CHAIR
APPOINTMENTS

The Executive Committee **VOTED** to ratify the following appointments by the chair:

I. Board Nominating and Governance Subcommittee:

- **Marilyn Gamm, Class of 2015**

Background: Marilyn Gamm will replace Jan Dowlearn who is no longer a member of the Board. Other members of the Board Nominating and Governance Subcommittee are:

1. Steve Aeschbacher, chair (Class of 2014)

2. Chad Herring (Class of 2015)
3. Kears Pollock (Class of 2014)
4. Marianne Rhebergen (Class of 2014)
5. Wendy Tajima (Class of 2015)

II. Presbyterian Mission Agency Self-Study Steering Committee:

1. Carol Adcock
2. Mihee Kim-Kort
3. Heath Rada
4. To be named later

Background:

Based on a six-year schedule, the agencies of the General Assembly are reviewed to evaluate the relationship of their individual ministry with the mission of the whole Presbyterian Church (U.S.A.). The Presbyterian Mission Agency will be reviewed by the General Assembly in 2016. As part of the review process, a self-study of the Mission Agency conducted by a Steering Committee will be prepared for Board approval at the April meeting and presented to the Agency Review Committee at their first meeting. The Self-Study will provide the Agency Review Committee the resources it needs to understand the agency and consider in light of the standards of review.

ACTION – 2-EC-111313 **SEPTEMBER 2014 BOARD** **MEETING DATES**

The Presbyterian Mission Agency Board Executive Committee **VOTED** to approve changes to dates of the Presbyterian Mission Agency Board meeting in September 2014 from September 23-26 to September 16-19. (See **Appendix 1**.)

HOLY COMMUNION

Mr. Schramm reported that since one of the responsibilities of the chair and vice-chair of the Board is to review and approve requests to celebrate Holy Communion in between regular meetings of the Executive Committee, he and Mr. Canada had approved a request from the Planning Team of the Young Adult New Immigrant Leadership Institute to serve Holy Communion during worship on Sunday October 27, 2013. The leadership event was held in Dallas, Texas on October 25-28, 2013. The officiants and servers were ordained Teaching Elders and Ruling Elders in the Presbyterian Church (U.S.A.).

PLANNING AND BUDGET **PROCESS**

Ms. Linda Valentine gave an update on the planning and budget process. Ms. Valentine reported that the Mission Agency had received an anonymous gift of \$1 million for international mission work. The Executive Committee also received the good news that Ms. Noelle Royer's parents have been appointed as mission workers to Guatemala. Ms. Valentine expressed her gratitude for Board members who have given generously and served as ambassadors for the Presbyterian Mission Agency. The Executive Committee also received a financial update from Ms. Earline Williams.

FUTURE BOARD MEETINGS

Mr. Barry Creech reviewed the results of the survey taken at the September Board meeting on the format for future Presbyterian Mission Agency Board meetings. It was noted that only nine out of 40 Board members had responded to the survey. Feedback provided in the survey will be taken into consideration

when scheduling future meetings (**Appendix 2**).

**SEPTEMBER 2013 BOARD
MEETING EVALUATION**

Mr. Creech led the Executive Committee through the results of the survey of the September 2013 Board meeting (**Appendix 3**).

BOARD DEVELOPMENT

Mr. Schramm referred to a blog by Seth Godin on “When to Speak Up.” The blog can be found at:
http://sethgodin.typepad.com/seths_blog/2013/09/when-to-speak-up.html

**ACTION – 3-EC-111313
CONVENE IN CLOSED
SESSION**

The Executive Committee **VOTED** to convene in executive session to discuss personnel matters at 1:55 p.m. with only elected members of the Executive Committee.

**ACTION – 4-EC-111313
RISE FROM CLOSED
SESSION**

The Executive Committee **VOTED** to rise from executive session at 2:23 p.m. There are no actions to report from the executive session

**ADJOURNMENT AND
CLOSING PRAYER**

There being no further business, the meeting of the Executive Committee was adjourned and closed with prayer by Mr. Bill Capel.

Mr. Matthew Schramm

Chair, Presbyterian Mission Agency Board

Ms. Linda Valentine

Executive Director, Presbyterian Mission Agency

Approved February 5, 2014

**Minutes of the Executive Committee of the
Presbyterian Mission Agency Board
Of the Presbyterian Church (U.S.A.)
Conference Call**

January 16, 2014 –1:00 p.m. EST

CALL TO ORDER Matthew Schramm, chair, called the meeting of the Executive Committee of the Presbyterian Mission Agency Board (“the Board”) to order with prayer.

ATTENDANCE Mr. Schramm called upon Susan Abraham, recorder for the meeting, to call the roll. A quorum was declared present for the transaction of business.

MEMBERS PRESENT Steve Aeschbacher – Member-at-large
Art Canada – Vice-chair
Bill Capel – Chair, Finance Committee
Mihee Kim-Kort – Chair, Worshiping Communities Committee
Cathy Piekarski – Member-at-large
Noelle Royer – Chair, Justice Committee
Matthew Schramm – Chair
Heath Rada – Member-at-large
Joyce Smith – Chair, Leadership Committee
Linda Valentine – Member ex-officio

Leadership Cabinet Roger Dermody – Deputy Executive Director for Mission
Kathy Francis – Senior Director, Communications Ministry
Earline Williams – Deputy Executive Director for Shared Services

Recorder Susan Abraham – Staff, Office of the Executive Director

Others Martha Clark – Staff, Office of Legal Services
Barry Creech – Staff, Office of the Executive Director
Dana Dages – Staff, Office of the Executive Director

INTRODUCTION AND WELCOME Mr. Schramm introduced and welcomed the new Senior Director of Communications, Kathy Francis.

ACTION – 1-EC-011614
ASSIGNMENT OF BUSINESS TO COMMITTEES Mr. Schramm requested committee chairs to distribute Information Items assigned to the committee amongst its members as a way to ensure that these reports are read. Information Items are usually reports written by the Board’s liaisons to committees and are a means of keeping the Board informed about the committee’s work.

Committee chairs are also to work with Barry Creech and Ms. Abraham to time out their committee report to plenary in order to stay on track with the reports as presented.

The Executive Committee **VOTED** to approve the assignment of business to committees as presented (**Appendix 1**).

ACTION – 2-EC-011614
FEBRUARY 2014
EXECUTIVE MEETING
AGENDA

The Executive Committee **VOTED** to approve the agenda for the February 2014 Executive Committee meeting as presented (**Appendix 2**).

ACTION – 3-EC-011614
FEBRUARY 2014 BOARD
MEETING AGENDA

Mr. Schramm emphasized that every agenda item is an “order of the day.” In order to stay on track with the agenda and to honor people’s time, any unfinished business will be handled on Friday morning.

The Executive Committee **VOTED** to approve the agenda for the February Board meeting as submitted (**Appendix 3**).

WEBINARS

Mr. Schramm reviewed the schedule for upcoming webinars:

- Stony Point – January 27, 3:00 p.m. – 3:30 p.m.

A disclosure will be included in the announcement to the Board that this is the time frame that the committee requested.

- Mission Responsibility Through Investment (MRTI) – January 28, 2:30 p.m. – 3:30 p.m.
- Special Offerings – January 31, 2:30 p.m. – 3:30 p.m.

A description for each webinar will be included in the announcement that will be sent to all Board members. The schedule for the webinars will also be posted on the denominational website.

COMMITTEE LEADERSHIP
ELECTIONS

Mr. Schramm reviewed the “Election Procedures for Chairs of the Board Committees and Audit Committee,” (**Appendix 4**) and the list of Board members who are eligible to serve as committee chairs (**Appendix 5**). Committee chairs are to set aside time on the agenda for the election process.

Mr. Schramm also announced that Mr. Jung Nam Lee who was a member of the Leadership Committee had resigned from the Board.

PLENARY ROOM SET UP

Following discussion, the Executive Committee suggested using round tables during the plenary session.

EXECUTIVE COMMITTEE
BOARD DEVELOPMENT

Mr. Schramm reminded Executive Committee members that based on the schedule for the Executive Committee Board Development, Joyce Smith will lead the discussion on the chapter “Being the Board,” and Roger Dermody on “Creating Frameworks for Possibility,” from the book *The Art of Possibility*, by Benjamin and Rosamund Zander.

ADJOURNMENT AND
CLOSING PRAYER

There being no further business, the meeting of the Executive Committee was adjourned and closed with prayer by Mr. Schramm at 2:07 p.m.

Respectfully Submitted,

Mr. Matthew Schramm

Chair, Presbyterian Mission Agency Board

Ms. Linda Valentine

Executive Director, Presbyterian Mission Agency

**ITEM H.102
FOR ACTION**

<i>FOR PRESBYTERIAN MISSION AGENCY EXECUTIVE DIRECTOR'S OFFICE USE ONLY</i>			
A. Finance		E. Property, Legal, Finance (Corporate)	J. Board Nominating & Governance Subcommittee
B. Justice		F. PC(USA), A Corporation	P. Plenary
C. Leadership		G. Audit	
D. Worshiping Communities	X	H. Executive Committee	

Subject: Appointments by the Presbyterian Mission Agency Board Chair

Recommendation:

That the Board Executive Committee ratify the following appointments by the Chair:

A. Nominating and Governance Subcommittee – Class of 2016

1. **Mihee Kim-Kort**
2. **Heath Rada**
3. **Marianne Rhebergen (second term)**

Background: According to the charter of the Board Nominating and Governance Subcommittee, members of the committee will have staggered terms of two years and five – seven members. Members may have a second term. Up to two members at any time may finish out the last year of their term on the committee after their service on the Board ends.

Other Members – Class of 2015

1. Marilyn Gamm
2. Chad Herring
3. Wendy Tajima

B. Jinishian Memorial Governance Commission - Class of 2018:

- **Glen Snider**

Background: Glen Snider will replace Martin Lifer as one of the two Board elected members to the Jinishian Memorial Program Governance Commission. Jack Hodges is the other representative. The two members will also serve as liaisons to the Jinishian Memorial Program U.S. Advisory Committee (USAC) with voice, but not vote.

C. MISSION RESPONSIBILITY THROUGH INVESTMENT (MRTI) – Class of 2018

- **Roger Gench**

Background: Roger Gench will replace Sue Ezell.

Other Member – Class of 2016

- **Susan Osoinach**

D. REVIEW REPORTS TO THE GENERAL ASSEMBLY – to work with staff to review reports prepared by the Advisory and Advocacy Committees.

- **Cathy Piekarski**

Background: The Executive Committee is charged with the responsibility of reviewing reports “to General Assembly prepared by another General Assembly entity, task force or committee requiring joint action, concurrence, and/or comment by Presbyterian Mission Agency Board. Such review shall ordinarily be in consultation with the appropriate offices of the Presbyterian Mission Agency.”

**ITEM H.103
FOR ACTION**

<i>FOR PRESBYTERIAN MISSION AGENCY EXECUTIVE DIRECTOR'S OFFICE USE ONLY</i>			
A. Finance		E. Property, Legal, Finance (Corporate)	J. Board Nominating & Governance Subcommittee
B. Justice		F. PC(USA), A Corporation	P. Plenary
C. Leadership		G. Audit	
D. Worshiping Communities	X	H. Executive Committee	

Subject: Executive Director's Office Report to the 221st General Assembly (2014)

Recommendation: That the Presbyterian Mission Agency Board Executive Committee recommend that the Presbyterian Mission Agency Board approve the Executive Director's portion of the Report to the 221st General Assembly (2014) and forward it to the General Assembly.

This report contains:

- I. Recommendations
- II. Final Responses to Referrals
- III. Reports without Recommendations

**Executive Director's Office
Report to the 221st General Assembly (2014)**

I. Reports with Recommendations

Item

The Presbyterian Mission Agency Board recommends that the 221st General Assembly (2014) confirm the following named individuals to the Presbyterian Church (U.S.A.) Investment and Loan Program, Inc., Board of Directors:

Pending approval by GANC. Recommendation will be part of the Board Nominating and Governance Subcommittee report on Friday, February 7.

Item

The Presbyterian Mission Agency Board reports the recipients of the Sam and Helen R. Walton Awards for 2013 and recommends that the 221st General Assembly (2014) recognize the recipients as outstanding new church developments:

- 1. New Vision New Church Development (NCD), Synod of the Mid-Atlantic, Presbytery of Western North Carolina**
- 2. Iglesia Presbiteriana Nuevas Fronteras NCD, Synod of the Northeast, Presbytery of Elizabeth**
- 3. Bare Bulb Coffee NCD, Synod of South Atlantic, Presbytery of Flint River**

Rationale

In late December 1991, Sam and Helen Walton made a generous gift through the Presbyterian Foundation of \$6 million that included \$3 million to be used for new church developments that have placed an emphasis on site acquisitions. All nominees must meet the qualifications as set forth in the application. The Presbyterian Mission Agency Board, acting on behalf of the General Assembly between meetings, approved the above recipients during its March 2013 meeting.

Item

The Presbyterian Mission Agency Board recommends that the 221st General Assembly (2014) approve the revised *Presbyterian Mission Agency Manual of Operations*. [Text to be deleted is shown with a strike-through; text to be added or inserted is shown as italic.]

PRESBYTERIAN MISSION AGENCY

MANUAL OF OPERATIONS

I. Introduction

- A. As an agency of the General Assembly, the Presbyterian Mission Agency implements policies established by the General Assembly, coordinates the work of the General Assembly Ministries in light of General Assembly mission directions, goals, objectives, and priorities; works in partnership with synods and presbyteries; and develops and proposes a comprehensive budget to the General Assembly. Members of the Presbyterian Mission Agency Board are elected by the General Assembly and are representatives of synods, presbyteries, and the church at-large. [See *Organization for Mission*, Section I., History of the *Structure for Mission of the Presbyterian Church (U.S.A.)*]

The Manual of Operations shall be in compliance with the Book of Order, the General Assembly Deliverances, the Organization for Mission, and the Standing Rules of the General Assembly.

The Presbyterian Mission Agency Board may change those appendixes to the Manual of Operations that are within its purview following a first reading, which may be electronic, and adoption at a subsequent plenary session. First reading and action may take place during the same session of the Presbyterian Mission Agency Board. The Presbyterian Mission Agency Board Executive Committee shall submit a written report of changes to the appendixes to the next General Assembly (See Appendix 11 for the Process and Procedure for Submitting Changes to the Manual of Operations.)

- B. Use of Robert's Rules of Order (Revised)

The meetings of the Presbyterian Mission Agency Board and related bodies are held in accordance with the provisions of the Book of Order. As specified in G-9.0302, ". . . the most recent edition of Robert's Rules of Order . . ." is used.

II. Composition of the Board

- A. Membership:

The Presbyterian Mission Agency Board is currently composed of 57 members (40 voting and 17 non-voting). Elected members of the Board serve a six-year, non-renewable term:

1. Voting Members

- a. Elected Membership (36)

- 6 General Assembly commissioners (2 from current assembly, 2 from the two immediate past assemblies)
- 4 young adults (ages 18-35)
- 3 ordained presbytery staff
- 2 ordained synod staff
- 21 from recommendations of presbyteries

- b. Ex-officio Members (4)

- Current Moderator of the General Assembly

- Immediate past Moderator of the General Assembly
- The current Moderator of the Churchwide Coordinating Team of Presbyterian Women
- A representative from the National Council of Presbyterian Men, Inc.

2. Non Voting Members - with voice:

a. Corresponding Members (15)

- Stated Clerk of the General Assembly
- Executive Director of the Presbyterian Mission Agency
- Representative from the Committee on the Office of the General Assembly (COGA)
- Chair of the Advisory Committee on Social Witness Policy (ACSWP)
- Chair of the Advocacy Committee for Racial Ethnic Concerns (ACREC)
- Chair of the Advocacy Committee for Women's Concerns (ACWC)
- Representative from the Committee on Theological Education (COTE)
- Board of Pensions of the Presbyterian Church (U.S.A.) President
- Board of Pensions of the Presbyterian Church (U.S.A.) Chair or designee
- Presbyterian Church (U.S.A.) Foundation President
- Presbyterian Church (U.S.A.) Foundation Chair or designee
- Presbyterian Publishing Corporation President
- Presbyterian Publishing Corporation Chair or designee
- Presbyterian Investment and Loan Program, Inc. President
- Presbyterian Investment and Loan Program, Inc. Chair or designee

Corresponding members are not assigned to a committee and may attend any committee meeting that is conducting business of interest to them. Corresponding members of the Presbyterian Mission Agency Board have voice but not vote in Presbyterian Mission Agency Board and committee meetings.

b. Ecumenical Advisory Members (2)

Ecumenical advisory members are nominated by the General Assembly Nominating Committee for election by the General Assembly for two-year terms, with eligibility for two additional terms, on the Presbyterian Mission Agency Board. One ecumenical advisory member shall serve on the Justice Committee and one shall serve on the Worshiping Communities Committee, with voice and vote in committee. Ecumenical advisory members to the Presbyterian Mission Agency Board shall not be elected to the Executive Committee of the Presbyterian Mission Agency Board.

3. At-large Committee Members

The General Assembly Nominating Committee nominates for General Assembly election, in consultation with the committees, two persons to serve on the Audit Committee and two persons to serve on Finance Committee, with voice and vote. These at-large members serve a two-year term, and are eligible for re-election twice. These members are nominated from the church at-large for their special expertise in each of these areas. While they are not members of the Presbyterian Mission Agency Board, they are granted the privilege of the floor during Presbyterian Mission Agency Board plenary sessions on matters related to their special expertise.

B. Inclusiveness and Diversity

General Assembly policies ensure that elected bodies represent the wealth of diverse gifts found in the church and provide a means to share responsibilities and decision making. The General Assembly Nominating Committee provides for diversity and inclusiveness in the Board's membership. The General Assembly Committee on Representation monitors their work as well as the appointment of committees and task forces by the Board.

It is the policy of the Presbyterian Mission Agency to use expansive language when referring to God and inclusive language when referring to God's people.

C. Areas of Service:

The Presbyterian Mission Agency Board may change the names, number, and structure of Board committees in order to carry out the goals and objectives of the Mission Work Plan using the process delineated in Appendix 11. The work of the Presbyterian Mission Agency Board is carried out by elected members who may serve on Board committees as well as in liaison relationships.

III. Role of the Presbyterian Mission Agency Board

The Presbyterian Mission Agency Board shall have the following responsibilities

- A. To cultivate and promote the spiritual welfare of the whole church.
- B. To provide resources to support equal employment opportunity and affirmative action for members of racial ethnic groups, for women, for various age groups, for persons regardless of marital condition (married, single, widowed, or divorced), and for persons with disabilities.
- C. To develop and propose for GA approval, the mission directions, goals, objectives, and priorities of the Presbyterian Mission Agency, doing so by taking into account the mission work being done by sessions, presbyteries, and synods, and to propose for GA approval, an accompanying budget that will implement the mission work plan of the Presbyterian Mission Agency.
- D. To act in those specific matters assigned to the Presbyterian Mission Agency Board by the General Assembly, acting always according to previously enacted General Assembly policies, reporting fully to each subsequent General Assembly its actions.
- E. To perform such additional responsibilities and duties as may be assigned by the General Assembly.

The Presbyterian Mission Agency Board, in consultation with appropriate individuals and groups, establishes such committees, task forces, and work groups as are necessary to conduct its business. Current committees are recorded in Appendix 1 of this manual.

The Executive Director reports to the Presbyterian Mission Agency Board Executive Committee and the Board itself. The Executive Director shall provide direction, leadership, and coordination for the total mission program and shared services including review and evaluation.

IV. Citation of Major Documents

The following documents guide the work of the Presbyterian Mission Agency Board and are maintained in offices engaged in work related to their subject matter. Unless appended, these documents are available on the Presbyterian Mission Agency Website, with printed copies available by request.

- A. Mission Policy Guide: Text of policies is available in the Minutes of prior General Assemblies. The guide is prepared by the Presbyterian Mission Agency.
- B. Churchwide Equal Employment Opportunity and Affirmative Action Plan Approved by General Assembly. The plan is available from the Presbyterian Mission Agency Office of Human Resources.
- C. "Policies Regarding Public Statements by the Board" approved by the Presbyterian Mission Agency Board (Appendix 3).
- D. Current Mission Work Plan.
- E. Organization for Mission.
- F. Seeking to be Faithful Together: Guidelines for Presbyterians During Times of Disagreement.

V. Presbyterian Mission Agency Staffing

- A. The Presbyterian Mission Agency Board fulfills its work, in part, through staff led by the Executive Director. ~~The Executive Director carries out responsibilities with staff in the following ministries: Mission, Communications and Funds Development, Shared Services; and the Office of the Executive Director.~~ For the Presbyterian Mission Agency staff organization, refer to Appendix 2A.
- B. ~~Between meetings of the General Assembly,~~ † The Presbyterian Mission Agency Board, upon recommendation of the Executive Director, is authorized to restructure the staff organization, always in alignment with the mission direction of the General Assembly. Any such organizational changes will be reported to the next General Assembly.

VI. Election and Confirmation of the Presbyterian Mission Agency Executive Director

The Executive Director of the Presbyterian Mission Agency shall be elected by the Presbyterian Mission Agency Board to a four-year term subject to confirmation by the General Assembly. Upon election, the Executive Director serves with the full authority of the office until confirmed by the next General Assembly. (*Organization for Mission*, Section V.G.)

Rationale:

The Presbyterian Mission Agency Board approved the changes recommended by its Personnel Subcommittee. Changes to the *Presbyterian Mission Agency Manual of Operations* must be approved by the General Assembly.

The proposed changes are in compliance with the Book of Order, the General Assembly Deliverances, the *Organization for Mission*, and the Standing Rules of the General Assembly.

The Manual of Operations is clear that "...the Presbyterian Mission Agency Board is authorized to restructure the staff organization, always in alignment with the mission direction of the General Assembly." It is also clear that the Presbyterian Mission Agency Board must report such changes to the General Assembly.

However, other phrases, in this same section, obscure that authority, by detailing the high level structure of the Presbyterian Mission Agency (Mission, Communications and Funds Development, Shared Services and the Office of the Executive Director) in a section of the Manual that only the General Assembly can amend.

The proposed change brings the Presbyterian Mission Agency in line with the other five General Assembly agencies. In each case, the high level structure of the staffing organization is determined either the agency's board (elected by the General Assembly) or senior executive (elected or confirmed by the General Assembly.)

II. Final Responses to Referrals

1. *2012 Referral: Item 03-13. A Review of Efforts Regarding Cultural Proficiency and Creating a Climate for Change in the Presbyterian Church (U.S.A.) Report to the 220th General Assembly (2012). Recommendation 2. Direct the General Assembly Mission Council (GAMC), Human Resources Department, to Assist the Six Agencies in Developing Their Six-Year Plans, in Consultation with ACREC and the Advocacy Committee for Women's Concerns (ACWC)—From the Advocacy Committee for Racial Ethnic Concerns. (Minutes, 2012, Part I. pp. 10, 80, 178–88 of the CD; p. 159 of the printed copy).*

Response: Presbyterian Mission Agency's Associate for Cultural Proficiency consulted with and assisted all agencies in the creation of Six-Year Cultural Proficiency Plans for each agency. All Six-Year Plans were submitted to ACREC, ACWC and GACOR in 2012.

2. *2012 Referral: Item 03-13. A Review of Efforts Regarding Cultural Proficiency and Creating a Climate for Change in the Presbyterian Church (U.S.A.) Report to the 220th General Assembly (2012). Recommendation 4. Direct That Cultural Proficiency and Antiracism Training Be Mandatory for All Employees of All Six Agencies, and Provide Periodic or Continuing Education Courses or Training in this Area, Which Will Be Monitored by ACREC—From the Advocacy Committee for Racial Ethnic Concerns (Minutes, 2012, Part I. pp. 10, 80, 178–88 of the CD, p. 159 of the printed copy).*

Response: Cultural Proficiency and Anti-Racism training is required for all new hires of the Presbyterian Mission Agency, and all current staff must attend updated Cultural Proficiency and Anti-Racism training at least once in a three-year cycle. On December 5, 2012 and December 6, 2013 Cultural Proficiency and Anti-Racism training opportunities were provided for all staff at Staff Development Day, as well as through scheduled courses and sessions as part of individual ministry staff development workshops.

3. *2012 Referral: Item 10-20. A Resolution to Recommit to Celebrating the Decade of Hearing and Singing New Songs to God. Recommendation 2. Direct the Moderator, Stated Clerk, and Executive Director of the General Assembly Mission Council to Communicate by the End of 2012 with Congregations, Presbyteries and Synods, Seminaries, Campus Ministries, and Conference Centers Asking Them to Recognize the Decade of Hearing and Singing New Songs to God and Incorporate It in Worship, Conferences, Training Events, and Other Activities—From the Advocacy Committee for Women's Concerns (Minutes, 2012, Part I, pp. 61, 75, 871–73 of the CD; p. 235 of the printed copy).*

Response: The Moderator of the 220th General Assembly, the Stated Clerk of the General Assembly, and the Executive Director of the Presbyterian Mission Agency affirmed the Presbyterian Church (U.S.A.)'s commitment to the Decade of Hearing and Singing New Songs to God. They encouraged congregations, presbyteries, synods and seminaries to recognize the Decade and to incorporate it into worship, conferences, training events and other activities in a press release published and distributed by the Presbyterian News Service.

4. *2012 Referral: Item 10-20. A Resolution to Recommit to Celebrating the Decade of Hearing and Singing New Songs to God. Recommendation 3. Direct the General Assembly Mission Council to Provide Annual Funding in the Amount of \$7,000 for the Joint Working Group (Up to Eight Members) to Meet Independently of the Advocacy Committee for Women's Concerns and the Advocacy Committee for Racial Ethnic Concerns Once Each Year, to Be Incorporated into the Per Capita Budget Every Year—From the Advocacy Committee for Women's Concerns (Minutes, 2012, Part I, pp. 61, 75, 871–73 of the CD; p. 235 of the printed copy).*

Response: The Presbyterian Mission Agency provided funding from its per capita budget in the amount of \$7,000 for the Joint Working Group, which consists of two members of the Advocacy Committee for Women's Concerns and two members of the Advocacy for Women's Concerns, to meet independently of those respective committees. The Joint Working Group met with the Associate for Gender and Racial Justice, who consulted with the group in planning the Women of Color Consultation held in October 2013.

5. *2012 Referral: Item 11-17. Privilege, Power and Policy: The Church as an Employer. Recommendation 1. The 220th General Assembly (2012) Affirms That Effective Systems of Accountability Are Critical to Any Process to Effect Change. It Affirms the Valuable Contributions of the Advocacy Committee for Racial Ethnic Concerns (ACREC), the Advocacy Committee for Women's Concerns (ACWC), and the General Assembly Committee on Representation (GACOR) in This Process and Directs the Office of the General Assembly and the General Assembly Mission Council to Provide Adequate*

Staff Support and Resources to Do Their Work.—From the Climate for Change Task Force (Minutes, 2012, Part I, pp. 28, 33, 1091–1114 of the CD; p. 250 of the printed copy).

Response: The associate for advocacy committee support and an administrative assistant provide staff support for the Advocacy Committee for Racial Ethnic Concerns and the Advocacy Committee for Women's Concerns. The staff members' offices are lodged within the Office of the Executive Director of the Presbyterian Mission Agency. This exact staffing pattern has been in place since 2010.

The associate and the administrative assistant report to the Racial Ethnic Leadership Development Manager. From time to time, the associate for advocacy committee support may enlist the expertise of other staff such as the Director of Racial Ethnic & Women's Ministries, the Associate for Gender and Racial Justice, the Racial Ethnic Leadership Development Manager, Human Resources managers and other Presbyterian Mission Agency staff in addressing issues of concern to the advocacy committees.

The Coordinator for the Committee on Representation and Ruling Elder Resources/Assistant Stated Clerk provides staff support for the Committee on Representation. The Coordinator for the Committee on Representation is an employee of the Office of the General Assembly and reports to the Associate for Mid Council Relations. This major reorganization by the Office of the General Assembly integrates the ministry of Representation into the comprehensive strategy of resourcing Mid Councils and provides additional support for the Coordinator for the Committee on Representation in the form of a team of three Associate Stated Clerks and additional coordinators, program assistants and administrative assistants.

6. *2012 Referral: Item 11-17. Privilege, Power and Policy: The Church as an Employer. Recommendation 2.d. The Six General Assembly-Related Entities (BOP, GAMC, OGA, Foundation, PILP, PPC) Shall Provide Biennial Status Reports on the Representation of Women and Persons of Color in Employment to GACOR. The GACOR Shall Assess the Agencies' Progress and Report Their Findings to the General Assembly— From the Climate for Change Task Force (Minutes, 2012, Part I, pp. 28, 33, 1091–1114 of the CD; pp. 250–51 of the printed copy).*

Response: The Six General Assembly-Related Entities (BOP, GAMC, OGA, Foundation, PILP, PPC) provided Biennial Status Reports on the Representation of Women and Persons of Color in Employment to GACOR through The Rev. Molly Casteel, Assistant Stated Clerk and Coordinator, Representation, Inclusiveness and Ruling Elder Training by May 31, 2013 as directed by Deborah Fair, Moderator and Hector Rivera-Velez, Vice Moderator General Assembly Committee on Representation Chair of the AA/EEO Task Group.

7. *2012 Referral: Item 11-17. Privilege, Power and Policy: The Church as an Employer. Recommendation 5. Training and Guidance on the Development of Implementation Plans for Affirmative Action, Supplier diversity, and Cultural Proficiency Shall Be Provided to All General Assembly Entities by the GAMC Associate for Organizational Diversity, in Consultation with ACREC, ACWC, and GACOR, Consistent with the Churchwide Affirmative Action Plan— From the Climate for Change Task Force (Minutes, 2012, Part I, pp. 28, 33, 1091–1114 of the CD, pp. 250–52 of the printed copy).*

Response: In 2013, the leadership and/or key staff of the Office of the General Assembly, Presbyterian Mission Agency, Presbyterian Investment and Loan Program, Presbyterian Publishing Corporation and Presbyterian Foundation attended a session in Cultural Proficiency and Anti-Racism conducted by the same consultant used by the Board of Pensions to educate their staff. The Presbyterian Mission Agency's Associate for Cultural Proficiency left the organization in early 2013. Following her departure, the Director of Human Resources along with other outside consultants began developing a new training program around Cultural Proficiency and Anti-Racism that builds on the topic from introduction to deeper levels of understanding. One of the contributing consultants is David Esterline, a recognized expert in the field, professor at McCormick Seminary and member of ACREC. The updated program will be rolled out to all staff and new hires in 2014. The new program will be shared with ACREC, and feedback will be requested.

8. *2012 Referral: Item 11-17. Privilege, Power and Policy: The Church as an Employer. Recommendation 10. Direct the GAMC to Publish and Distribute This Report of the Creating a Climate for Change Task Force to Employees of All Six Corporate Agencies— From the Climate for Change Task Force (Minutes, 2012, Part I, pp. 28, 33, 1091–1114 of the CD; pp.250–52 of the printed copy).*

Response: On March 28, 2013, the report was published on CenterNet, the intranet system accessible by employees of the Presbyterian Mission Agency, the Office of the General Assembly, the Presbyterian Investment and Loan Program, and the Presbyterian Publishing Corporation. The Presbyterian Church (U.S.A.) Foundation published the report to its employees

on its intranet system on May 2, 2013. On March 25, 2013, the Board of Pensions published the report to its employees on BoardConnection, the BOP intranet system.

9. *2010 Referral: Item 14-08. Breaking Down the Walls. Recommendation 3.e. Urges a Visit to Israel/Palestine by a High-Level Joint Delegation of Presbyterians (Including Representatives from the Board of Pensions, Presbyterian Foundation, and the General Assembly Mission Council) and Appropriate Counterparts in the American Ecumenical, Jewish, and Muslim Communities, with Costs Shared Among the Participating Faith Groups, for the Purpose of Identifying Opportunities for Positive Investment, with a Report Back to the 220th General Assembly (2012)—From the Middle East Study Committee (Minutes, 2010, Part I, pp. 50, 52, 1021–1119).*

Alternate Resolution to 2012 Referral: Item 15-11. Report of the Committee on Mission Responsibility Through Investment (MRTI) of Its Engagement with Corporations Involved in Israel, Gaza, East Jerusalem, and the West Bank. Recommendation 4. Devise a Plan of Active Investment in Projects That Will Support Collaboration Among Christians, Jews, and Muslims and Help in the Development of a Viable Infrastructure for a Future Palestinian State—From the 220th General Assembly (2012) (Minutes, 2012, Part I, pp. 39, 42–43, 1399–1410 of the CD; p. 286 of the print version).

Alternate Resolution to 2012 Referral: Item 15-11. Report of the Committee on Mission Responsibility Through Investment (MRTI) of Its Engagement with Corporations Involved in Israel, Gaza, East Jerusalem, and the West Bank. Recommendation 5. The General Assembly Mission Council to Create a Process to Raise Funds to Invest in the West Bank, and the Program Will Be Inaugurated No Later Than the Meeting of the 221st General Assembly (2014) —From the 220th General Assembly (2012) (Minutes, 2012, Part I, pp. 39, 42–43, 1399–1410 of the CD; p. 286 of the print version).

Response: Leaders of the Presbyterian Foundation and Presbyterian Mission Agency took a joint trip to Israel/Palestine in March, 2013, for the purposes of developing a Positive Investment program, as directed by the 219th General Assembly (2010). The program builds on efforts by congregations, seminaries, and other Church institutions; and follows an additional directive from the 220th General Assembly (2012) of the Presbyterian Church (U.S.A.).

The project team developed criteria for investments (based on prior General Assembly actions), consulted with faith and business leaders in the region to identify investment opportunities which fit the criteria, reviewed business plans and supporting documentation from numerous opportunities, then visited a number of the projects and businesses which seemed to best fit. The criteria for the projects call for investments that will:

- Make a difference in the lives of those most vulnerable
- Preserve an effective witness to peace in the entire region
- Be invested in West Bank owned/sponsored initiatives or companies
- Result in sustainable economic development (without supporting the occupation)
- Engage Christians in the West Bank around issues of job creation and economic development
- Confine business activity solely to peaceful pursuits, and refrain from allowing their products or services to support or facilitate violent acts by Israelis or Palestinians against innocent civilians, construction and maintenance of settlements or Israeli-only roads in East Jerusalem and the West Bank, the Israeli military occupation of Palestinian territory, and construction of the Separation Barrier as it extends beyond the 1967 “Green Line” into Palestinian territories
- Minimize or eliminate Palestinian dependence on Israel or others
- Offer transparency of use and impact
- Provide direct engagement with those who ultimately benefit

Two initial investments have been placed:

- A loan to complete construction of a continuous education building at a Christian college in Bethlehem. The building will house two restaurants and a training kitchen for the college’s culinary school, along with classrooms for the college’s tour-guide training program. These are key areas of job creation in Bethlehem.
- A loan to construct a renewable energy installation for an industrial park near Bethlehem.
- Investment to create a microfinance initiative in partnership with a Ramallah-based bank. The program will offer loans in the \$1,500 - \$20,000 range to create and/or expand micro-small businesses, mostly in the agricultural sector. The program has a target of 80% women borrowers, with a required minimum of 51% women borrowers. Loans will be made at rates significantly below those charged by other microfinance institutions in the region.

Work continues on a third potential investment in renewable energy.

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Initial funding for the investments came from the Creative Investment Funds designated by prior Assemblies which are held by the Foundation for the benefit of the Mission Agency. Additional funds have been raised from congregations, which are able to participate in the program through a revocable charitable trust established with the Foundation's subsidiary New Covenant Trust Company.

While this Presbyterian work has been done in partnership with individual Palestinian Christians, Palestinian Muslims and Israeli Jews, it has not been possible to have a high level joint delegation with appropriate counterparts in the American ecumenical, Jewish, and Muslim communities.

Congregations interested in investing in peace through this effort should contact Rob Bullock at the Presbyterian Foundation (800-858-6127 or rob.bullock@presbyterianfoundation.org).

III. Reports without Recommendations

A. *Report of the Presbyterian Mission Agency on Current Task Forces, Work Groups, and Ad Hoc Committees*

As instructed by the 204th General Assembly (1992), the Presbyterian Mission Agency Board presents to the General Assembly, the work of all task forces, work groups, ad hoc committees, and similar bodies established by the Presbyterian Mission Agency, its divisions, or other assembly entities. (*Minutes*, 1992, Part I, pp. 144, 147, 277-278.)

All Ministries and the Executive Director's Office were requested to disclose information on how many task forces, work groups, ad hoc committees, and similar bodies were currently at work in their area. Sixty-four (64) such groups are currently operating. Fifty-seven (57) of the groups were reported as having ongoing responsibilities. The other seven (7) groups have set completion dates with a written report expected by the Presbyterian Mission Agency Board or the General Assembly. Whenever it is possible, the Presbyterian Mission Agency Board assigns tasks to an existing part of its structure. All persons serving on a board, committee, task force, or work group with an expected life of more than two years are selected through the General Assembly Nominating Committee process.

1. *Deputy Executive Director for Mission*

Ongoing responsibility: Domestic Mission Task Force DREAM Team

2. *Evangelism & Church Growth*

Ongoing responsibilities: Mission Development Resource Committee, Ghost Ranch Governing Board, Stony Point Center Governing Board, Domestic Mission Task Force DREAM Team

3. *Compassion, Peace & Justice*

Ongoing responsibilities: Mission Responsibility Through Investment, Presbyterian Hunger Program Advisory Committee, Presbyterian Disaster Assistance Advisory Committee, Presbyterian Committee on the Self Development of People, Jarvie Commonwealth Service Committee

Advisory Committee on Social Witness Policy

- (1) Peace Discernment Steering Team—Provisional Report to 221st General Assembly (2014) (A confirming vote is projected to take place in 2016, but the Steering Team will not be active or receive funding during the 2014 and 2016 period.)
- (2) Tax Reform Study Team—Report to the 221st General Assembly (2014)
- (3) Advisors for Unbound: An interactive journal of Christian Social Justice, both from the church more broadly and from staff in the building. Face-to-face meetings of outside church advisors only at GA and Big Tent, with staff advisors meeting periodically in Presbyterian Center.

4. *Racial Ethnic & Women's Ministries/Presbyterian Women*

Special Task Force to Study Racial Ethnic and New Immigrant Church Growth [ends with 221th General Assembly (2014)]. African American Church Growth Consultation [ends with 221th General Assembly (2014)].

Ongoing responsibilities:

National Black Presbyterian Caucus, National Hispanic Latino Presbyterian Caucus, Native American Consulting Committee, National Council of Korean Presbyterian Churches, Coordinating Committee on Korean American Presbyteries, Korean English Ministries (EM) Consultation Continuation Committee, National Middle Eastern Presbyterian Caucus, National Asian Presbyterian Council, President's Roundtable of the Racial Ethnic Schools and Colleges, Secondary Schools Roundtable, Presbyterian Women Churchwide Coordinating Team, Coordinating Committee of the National Network of Presbyterian College Women, Core Team of Racial Ethnic Young Women Together, National Cambodian Presbyterian Council, Chinese Presbyterian Council, National Filipino Presbyterian Council, National Taiwanese Presbyterian Council, National Thai Presbyterian Council, National Vietnamese Presbyterian Council, National Burmese Presbyterian Council, National Indonesian Presbyterian Council, National Laotian Presbyterian Council, African Immigrants Network, Brazilian Immigrants Network, Southeast Asian Network, Racial Ethnic Caucuses and Councils, Presbyterian Multicultural Network, National Black Presbyterian Women, National Hispanic Latina Presbyterian Women, National Asian Presbyterian Women, National Korean Presbyterian Women, African Presbyterian Women, Native American Presbyterian Women, Native American Presbyterian Men, National Hispanic/Latino Presbyterian Men, National Black Presbyterian Youth Council,

National Hispanic/Latino Presbyterian Youth & Young Adults, National Asian Youth Council, National Korean Youth Council, American Indian Youth Council.

5. Theology Worship & Education

Ongoing responsibilities: Committee on Theological Education

Reporting to the 221st GA – Special Committee on Funding of Theological Institutions, Special Committee on the Confession of Belhar

6. World Mission

Ongoing responsibility: Human Trafficking Work Group, Mission Personnel and Partner Security Task Force, U.S. Advisory Committee/Jinshian Memorial Program

7. Communications and Funds Development

Special Offerings Advisory Task Force – Report to the 22st General Assembly (2014)

8. Executive Director's Office:

Presbyterian Mission Agency Self-Study Steering Committee – end in spring 2015.

On-going responsibility: The Mid Council Advisory Board is a representative group of Mid Council leaders who meet with Presbyterian Mission Agency staff leaders to discuss ways that the Mission Agency and the Mid Councils can work together in partnership.

Presbyterian Mission Agency and Presbyterian Foundation Working Group was formed to strengthen the working relationship between the two agencies.

Advocacy Committee for Racial Ethnic Concerns(ACREC) and Advocacy Committee for Women's Concerns (ACWC)

On-going responsibility: Women of Color Joint Working Group

B. Report of Changes to the Appendices of the Presbyterian Mission Agency Manual of Operations

The *Presbyterian Mission Agency Manual of Operations* states that, "The Presbyterian Mission Agency may change those appendices to the *Manual of Operations* that are within its purview. The Presbyterian Mission Agency Board Executive Committee shall submit a written report of changes to the appendixes to the next General Assembly."

In accordance with the above, the Presbyterian Mission Agency Board Executive Committee reports the following changes to the Appendixes of the *Manual of Operations*, as approved by the Presbyterian Mission Agency Board between the 220th General Assembly (2012) and the 221st General Assembly (2014):

1. Amend Appendix 1: Presbyterian Mission Agency Board Organization by dividing it into eight appendixes as follows: Appendix "1A Presbyterian Mission Agency Board Organization," "Appendix 1B Officers of the Board," "Appendix 1C Presbyterian Mission Agency Board Committees," "Appendix 1D Election Procedures," "Appendix 1E Presbyterian Church (U.S.A.), A Corporation," "Appendix 1F Other Committees," "Appendix 1G Missional Relationships," "Appendix 1H Guidelines for Liaisons to Other Entities." The text of Appendix 1A through 1H will read as follows with additional amendments: [Text to be deleted is shown with a strike-through; text to be added or inserted is shown as italic.]

"Appendix 1A**"Presbyterian Mission Agency Board Organization**

"Presbyterian Mission Agency Board members are nominated by the General Assembly Nominating Committee and elected by the General Assembly for six-year, non-renewable terms.

"I. Responsibilities of the Board

The responsibilities of the Presbyterian Mission Agency Board are listed in ~~the Organization for Mission and the Board~~ *Section III of this Manual.*

"II. Board Meetings~~"A. Meetings~~

~~"1. A.~~ Stated Regular Meetings—[Text remains unchanged.]

~~"2. B.~~ Special Called Meetings—[Text remains unchanged.]

~~"B. C.~~ Quorum [Text remains unchanged.]

~~"C. D.~~ Development of the Agenda

"1. The Executive Director, in conjunction with the Board Chair, ... [Text remains unchanged.]

"2. Each agenda shall include an opportunity for members of the Board ... [Text remains unchanged.]

"We, the Presbyterian Mission Agency Board, ... [Text remains unchanged.]

"~~a.~~ Seek God's will, ... [Text remains unchanged.]

"~~b.~~ Relate to one another ... [Text remains unchanged.]

"~~c.~~ Be faithful stewards, ... [Text remains unchanged.]

"~~d.~~ Worship and pray ... [Text remains unchanged.]

~~"D. E.~~ Closed Meetings

"Closed meetings shall be held in accordance with the General Assembly Open Meeting Policy (see Appendix 4). In closed meetings, only voting members of the Board, at-large members of the ~~Stewardship~~ Finance Committee, and the Audit Committee, and other persons explicitly invited by the Board are to be present. ... [Rest of text remains unchanged.]

~~"E. F.~~ Recording Secretary

The ~~Stated Clerk of the General Assembly~~ *Executive Director of the Presbyterian Mission Agency*, or designee, shall be the Recording Secretary of the Presbyterian Mission Agency Board.

"G. Elected Member Job Description

"1. Expectation:

- "a. Every elected Presbyterian Mission Agency Board member will be a member of one of the four standing mission committees (except the Board Chair and Vice-chair).*
- "b. Additionally, Board members will serve the Presbyterian Mission Agency Board and the church in a variety of ways, whether it be through internal committees and task forces, national committees and task forces, or appointed liaison relationships.*

"2. Attendance:

- "a. Attendance at regular meetings of the Presbyterian Mission Agency Board must be given a high priority, as the Board only has five regular meetings in each two year cycle.*
- "b. One absence from a regular meeting of the Presbyterian Mission Agency Board, or its related committees, without prior notification to the Office of the Executive Director shall be a basis for a review of the member's standing with the Board.*
- "c. Upon two consecutive absences, or three absences in a three year period, for any reason, the Board chair to recommend to the Stated Clerk that the position be declared vacant.*

"3. Member Responsibilities:

- "In addition to adherence to the Board covenant, to be faithful and accountable in the following ways:*
- "a. Active involvement in a Presbyterian Church (U.S.A.) congregation and commitment to a personal discipline of spiritual growth*
 - "b. Knowledge of and commitment to the mission, goals, and policies of the Presbyterian Church (U.S.A.), the Presbyterian Mission Agency and its Board.*
 - "c. Openness to new vision and direction emerging within the life of the church*
 - "d. Informed and honest participation, including appropriate inquiry, in all meetings of the Presbyterian Mission Agency Board and its related committees to fulfill the member's duties of loyalty, care, and of providing fiduciary, generative, and strategic leadership necessary for guiding and directing the Presbyterian Mission Agency's work.*
 - "e. Attendance and participation in all events on the agenda of board meetings.*
 - "f. Faithful discipleship regarding stewardship, confidentiality, and leadership roles, acting in the best interests of the Presbyterian Mission Agency.*
 - "g. Positive and active interpretation of the work of the Presbyterian Mission Agency to congregations and councils of the church through presentations and other communications.*
 - "h. Provide and promote financial support through gifts to some or all of the following: congregation or presbytery, and the Presbyterian Mission Agency (including any of its ministries).*
 - "i. Provide constructive feedback in response to surveys and evaluations relating to the Presbyterian Mission Agency Board.*

~~G.~~ 4. Resignation

"A member of a General Assembly entity who finds it necessary to resign shall send his or her resignation to the Stated Clerk of the General Assembly, who shall notify the entity and the nominating committee or other body that originated the person's nomination or election. When any member of an entity of the General Assembly shall resign or become unable to serve because of chronic or permanent physical or mental illness or disability, the Stated Clerk of the General Assembly shall declare the position vacant. (Organization for Mission, IV. B.2.o.)

"Additionally, any Board member resigning shall send a copy of the resignation to the Office of the Executive Director."

“Appendix 1B

“~~H.~~ Officers of the Board

“~~A. I.~~ Chair

~~“The duties of the chair are to:~~

“A. Duties

“1. [Text for 1, 2., and 3. remain unchanged.]

“4. ~~Appoint the chair and members~~ *a member of the Executive Committee and three Board members to serve with the Board vice-chair as members of the Presbyterian Mission Agency Board Executive Committee’s ~~Procedures~~ Personnel Subcommittee. The Board vice-chair will serve as chair of the Personnel Subcommittee.*

“5. [Text remains unchanged.]

“6. ~~Appoint members of the Presbyterian Mission Agency Board Nominating Committee~~ *Board Nominating and Governance Sub-Committee* for two-year, non-renewable terms.

“7. [Text for 7. through 11. remain unchanged.]

“12. *In agreement with the vice-chair, review and approve requests to celebrate Holy Communion between regular meetings of the Executive Committee and report any approvals at the next meeting.*

“B. Term:

“The Presbyterian Mission Agency Board shall elect its chair at the first Board meeting of the calendar year in which there is a General Assembly from among its voting members. The chair-elect shall serve as a corresponding member of the Presbyterian Mission Agency Board Executive Committee (voice but not vote) until assuming office upon the adjournment of the assembly. The term shall be for two years without renewal. The chair-elect may continue to hold offices requiring election by the Board, with the exception of chair or vice-chair of any committee, if he or she was already serving in such positions upon his or her election. The chair may not be elected to an additional office by the Board during the term of office, but is eligible to serve in appointed positions and will serve in ex-officio positions as mandated by the Manual of Operations. During Board meeting dates, the chair serves as an ex-officio member of all Board Committees with voice and no vote.

“~~B. II.~~ Vice-Chair

~~“The duties of the vice chair are to:~~

“A. Duties:

“1. [Text for 1. and 2. remain unchanged.]

“3. ~~Lead the Executive Committee in all personnel matters as listed in Section IV.A.1.d.(15).~~ *Serve as chair of the Personnel Subcommittee.*

“4. [Text remains unchanged.]

“5. *In agreement with the chair, review and approve requests to celebrate Holy Communion between regular meetings of the Executive Committee and report any approvals at the next meeting.*

“B. Term:

“The Presbyterian Mission Agency Board shall elect its vice-chair at the first Board meeting of the calendar year in which there is a General Assembly from among its voting members. The vice-chair elect shall serve as a corresponding member of the Presbyterian Mission Agency Board Executive Committee (voice but not vote) until assuming office upon the adjournment of the assembly. The term shall be for two years without renewal. The vice-chair elect may continue to hold offices requiring election by the Board, with the exception of chair or vice-chair of any committee, if he or she was already serving in such positions upon his or her election. The vice-chair may not be elected to an additional office by the Board during the term of office, but is eligible to serve in appointed positions and will serve in ex-officio positions as mandated by the Manual of Operations.

~~C.~~ Terms of Office

~~1.~~ Chair [Text has been moved to Appendix 1B, I.B.]

~~2.~~ Vice Chair [Text has been moved to Appendix 1B, II.B.]

“APPENDIX 1C

“Presbyterian Mission Agency Board Committees and Task Forces

~~IV.~~ I. Presbyterian Mission Agency Board Committees

A. Mission Administration Committees

1. Executive Committee

“The basic operating principle guiding the work of the Executive Committee is that of resourcing and facilitating decision-making by the Presbyterian Mission Agency Board.

a. Membership

“The Executive Committee shall be composed of members of the Presbyterian Mission Agency Board, including the Board chair, Board vice-chair, chair of each of the Mission Committees, and ~~two~~ *three* voting members elected by the Presbyterian Mission Agency Board. (See ~~section VI. Election Procedures, D.2. Appendix 1D.~~) The Presbyterian Mission Agency Executive Director is an ex-officio member of the Executive Committee (voice, but without vote). The Presbyterian Mission Agency Board Executive Committee shall be chaired by the Board chair.

b. ~~Scheduling~~ *Schedule* of Meetings [Text in b.1) and b.2) remain unchanged] ...

c. Quorum

A quorum (40%) must be present *for the Executive Committee* to conduct business ~~for the called meeting (See Section II.B.)~~.

d. Responsibilities

“The responsibilities of the Executive Committee shall include, but not necessarily be limited to:

“[Text for d.1) through d.3) remains unchanged.]

“4) Appoint Presbyterian Mission Agency Board voting members, which may include an at-large member of the ~~Stewardship~~ *Finance* Committee, to serve at a called meeting of a Joint Budget Table for resolution of unresolved per capita budget matters (See Appendix 10.)

“5) Review and act upon all requests to celebrate Communion. *In between regular meetings of the Executive Committee, the chair and vice-chair of the Board are authorized to review and approve requests to celebrate Holy Communion and report any approvals at the next meeting.*

“6) [Text in 6) through 10) remains unchanged.]

~~“(11) — Nominate voting members for the Presbyterian Mission Agency Board Nominating Committee for election by the Board at its fall meeting. (See Section VI.B.2.)~~

~~“(12) 11) Recommend biennially ... [Text remains unchanged.]~~

~~“(13) 12) Act as publisher ... [Text remains unchanged.]~~

~~“(14) 13) Act regarding personnel matters of the Presbyterian Mission Agency, with input from the Personnel Subcommittee, as follows:~~

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- “a) ... [Text for a) through e) remains unchanged.]
- “f) Recommend for Presbyterian Mission Agency Board action:
- “~~a~~-1) Personnel policies and procedures for the Presbyterian Mission Agency staff.
 - “~~a~~-2) Revisions to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action.
 - “~~a~~-3) Compensation guidelines within which salaries are administered.
 - “~~a~~-4) Salary adjustments for the Executive Director
 - “~~a~~-5) Other appropriate actions.
- “(15) 14) Meet with the Committee ... [Text remains unchanged.]
- “(16) 15) Coordinate the plan ... [Text remains unchanged.]
- “(17) 16) Develop a process for orientation of new Board members, *with input from the Board Nominating and Governance Subcommittee.*
- “18) ~~Provide for regular meetings with mid-council personnel. Review Presbyterian Mission Agency materials and other agency reports being forwarded to the General Assembly.~~
- “19) *Review the Manual of Operations, the Organization for Mission, Mission Ministries, Shared Services Ministry, Audit, Advocacy and Advisory Committees' manuals of operations for consistency with the Presbyterian Mission Agency Board Manual of Operations and relevance within the current context.*
- “20) *Review of reports to General Assembly prepared by another General Assembly entity, task force or committee requiring joint action, concurrence, and/or comment by Presbyterian Mission Agency Board. Such review shall ordinarily be in consultation with the appropriate offices of the Presbyterian Mission Agency.*
- “21) *Review the minutes of the Advocacy Committee for Racial Ethnic Concerns and Advocacy Committee for Women's Concerns annually for consistency with established guidelines and report findings to the Advocacy Committees and the Board Executive Committee.*
- “e. Subcommittees of the Executive Committee
- “(1) ~~Procedures Subcommittee~~
- “(a) ~~Membership:~~
 - “~~The Procedures Subcommittee shall consist of two voting members of the Executive Committee, one of whom shall be chair, and three voting members of the Board not presently serving on the Executive Committee; to be appointed annually by the Board chair.~~
 - “(b) ~~Function:~~
 - “~~Review and report to the Executive Committee on Presbyterian Mission Agency materials and other agency reports being forwarded to the General Assembly. Review and report to the Executive Committee on the Manual of Operations, the Organization for Mission, Mission Ministries, Communications and Funds Development Ministry, Shared Services Ministry, Audit, Advocacy and Advisory Committees' manuals of operations for consistency with the Presbyterian Mission Agency Board Manual of Operations and relevance within the current context.~~
 - “(c) ~~Responsibilities~~
 - “~~Work of the subcommittee shall include but not necessarily be limited to:~~
 - “~~i~~ ~~Review of reports to General Assembly prepared by Presbyterian Mission~~

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~~Agency in the course of its regular work.~~

- ~~“ii Review of reports to General Assembly prepared by another General Assembly entity, task force or committee requiring joint action, concurrence, and/or comment by Presbyterian Mission Agency Board. Such review shall ordinarily be in consultation with the appropriate offices of the Presbyterian Mission Agency.~~
- ~~“iii Recommend as needed, revisions and amendments to the *Organization for Mission* and the *Presbyterian Mission Agency Board Manual of Operations*.~~
- ~~“iv Review the minutes of the Advocacy Committee for Racial Ethnic Concerns and Advocacy Committee for Women's Concerns annually for consistency with established guidelines and report findings to the Advocacy Committees and the Board Executive Committee.~~

“1) Board Nominating and Governance Subcommittee

“a) Function

“The Board Nominating and Governance committee is a sub-committee of, and therefore reports to, the Presbyterian Mission Agency Board Executive Committee. The sub-committee is responsible for ongoing review and recommendations to enhance the quality of the Presbyterian Mission Agency Board.

“b) Membership

“The committee will have staggered terms of two years and 5–7 members. Members may serve a second term. Up to two members at any time may finish out the last year of their term on the committee after their service on the Board ends.

“c) Nominating Responsibilities:

“(Note: When no current member of the Presbyterian Mission Agency Board has the gifts or abilities required to serve on particular boards or entities that require Board representation, the Board Nominating Committee may select nominees from past Board members. Ordinarily the term is for four years, non-renewable.)

“1) Nominate three voting Board members, for election by the Presbyterian Mission Agency Board, to one-year at-large terms on the Executive Committee. Those so elected shall begin their service at the end of the General Assembly, or in non-Assembly years, with the Executive Committee Retreat. Ordinarily, these at-large members shall serve no more than three years as at-large members. An annual election provides for continuity, balance, and fair representation.

“2) Nominate three voting Board members, for election by the General Assembly, to four-year non-renewable terms on the Advisory Committee on Social Witness Policy. Those so elected shall assume their responsibilities at the end of the General Assembly.

“3) Nominate one Board voting member for election by the Presbyterian Mission Agency Board to a four-year non-renewable term on the Advocacy Committee for Racial Ethnic Concerns.

“4) Nominate one Board voting member for election by the Presbyterian Mission Agency Board to a four-year, non-renewable term on the Advocacy Committee for Women's Concerns.

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- “5) *Nominate one Board voting member from the Finance Committee for election by the Presbyterian Mission Agency Board, to a four-year non-renewable term on the Presbyterian Church (U.S.A.) Foundation.*
- “6) *Nominate one Board voting member from the Finance Committee, and one Board voting member from the Worshiping Communities, for election by the Presbyterian Mission Agency Board, to a four-year non-renewable term on the Presbyterian Church (U.S.A.) Investment and Loan Program, Inc.’s Board of Directors, subject to confirmation by the General Assembly.*
- “7) *Nominate one Board voting member from the Finance Committee, for election by the Presbyterian Mission Agency Board, to a four-year non-renewable term on the Presbyterian Church (U.S.A.) Board of Pensions.*
- “8) *Nominate one Board voting member, for election by the Presbyterian Mission Agency Board, to any selection committee for the Presbyterian Church (U.S.A.) Board of Pensions President. (Organization for Mission, Appendix D, Section 7).*
- “9) *Nominate one Board voting member, for election by the Presbyterian Mission Agency Board, to a four-year non-renewable term on the Presbyterian Council for Chaplains and Military Personnel.*
- “10) *Nominate two Board voting members, with election by the Presbyterian Mission Agency Board, to four-year non-renewable terms on the Committee on Theological Education.*
- “11) *Nominate one Board voting member for appointment by the Presbyterian Mission Agency Board to a four-year non-renewable term on the General Assembly Committee on Ecumenical and Interfaith Relations.*
- “12) *Nominate two members, at least one of whom shall be a current Board voting member, to three-year term with eligibility to one additional term, to the Mountain Retreat Association, Inc.’s Board of Directors for approval by the General Assembly.*
- “13) *Nominate one Board voting member to the Stony Point Conference Center Board of Directors, and one Board voting member to Ghost Ranch Conference Center Board of Directors to a four-year non-renewable term, for election by the Presbyterian Mission Agency Board.*
- “14) *Nominate for Presbyterian Mission Agency Board election, one Board voting member to the Presbyterian Women in the Presbyterian Church (U.S.A.), Inc. Board of Directors for a three-year non-renewable term*
- “15) *Prepare and distribute biographical information for any nominee who is not a current member of the Board.*
- “16) *Nominate for other positions as requested by the Presbyterian Mission Agency Board.*
- “17) *Work in consultation with the Committee on Representation to provide for inclusiveness to ensure fair and effective representation in the decision making of the church. (Book of Order, G-3.0103.)*
- “18) *Coordinate the nomination and election process for chair and vice-chair. (See Appendix 1D, Election Procedures.)*
- “19) *Nominate Board voting members, for election by the Presbyterian Mission Agency Board, to two-year terms on the Mission Committees,*

with eligibility for two additional terms. Those so elected shall assume their responsibilities at the beginning of the fall meeting.

“a) Process:

“The Presbyterian Mission Agency Board Nominating and Governance Subcommittee shall consult with members, prior to nomination, in the following ways:

“1) All new members of the Presbyterian Mission Agency Board shall be requested to provide a list of committee preferences. The Presbyterian Mission Agency Board Nominating and Governance Subcommittee shall consider the preference ranking and committee needs in preparing nominations, with the understanding that a person must serve one year on the Presbyterian Mission Agency Board before being elected to serve on the Presbyterian Mission Agency Board Executive Committee. Nominations shall be made without further consultation.

“2) After completing a two-year term on a committee, members shall provide a list of committee choices in order of preference for service. In preparing nominations, the Presbyterian Mission Agency Board Nominating and Governance Subcommittee shall consider the preference ranking and the committee needs when the continuing member is assigned to a new committee.

3) Election by the Presbyterian Mission Agency Board shall take place at the first Board meeting following General Assembly.

“d) Governance Responsibilities:

“1) Defining Board roles and responsibilities

“a) Regularly review and recommend updates to the board's description of its roles and areas of responsibility and what is expected of individual board members.

“b) Recommend periodic updates to the primary areas of focus for the board, and help shape the board's agenda for the next two years, based on the strategic plan.

“2) Supporting efforts to ensure diverse and effective Board composition

“a) Lead in assessing current and anticipated needs related to board composition, determining the knowledge, attributes, skills, abilities, influence, and access to resources the board will need to consider to accomplish future work of the board.

“b) Develop a profile of the Board as it should evolve over time.

“c) Relate to the General Assembly Nominating Committee in the following ways:

“d) Identify potential Board member candidates to the General Assembly Nominating Committee based upon Board needs.

“e) Make use of the General Assembly Nominating Committee whenever possible;

“f) Report annually to the General Assembly Nominating Committee records of attendance and participation of Presbyterian Mission Agency Board members;

“g) *Work through General Assembly process in selecting persons to serve on boards, committees, task forces, work groups, and initiative teams to ... ‘ensure fair and open access from all areas of our denomination and to ensure a valid and enriching diversity within all work groups’ ... (Minutes, 1996, Part I, p. 201, para. 15.113). This procedure applies to all working groups with a lifespan of more than two years.*

“h) *Nominate individuals to be elected by the Board to serve in liaison roles to related entities.*

“3) *Encouraging board development*

“a) *Provide candidates with information needed to understand the role of Board members prior to election or appointment to the Board.*

“b) *Design and oversee a process of Board orientation, sharing information needed during the early stages of Board service.*

“c) *Design and implement an ongoing program of Board information, education, and team building.*

“4) *Assessing Board effectiveness*

“a) *Initiate periodic assessment of the Board's performance, and propose, as appropriate, changes in Board structure and operations.*

“b) *Provide ongoing counsel to the Board chair and other Board leaders on steps they might take to enhance Board effectiveness.*

“c) *Regularly review the Board's practices regarding member participation, conflict of interest, confidentiality, and so on, and suggest needed improvements.*

“d) *Periodically review and update the Board policy and practices.*

“5) *Developing Board leadership*

“a) *Take the lead in succession planning, taking steps to recruit and prepare for future Board leadership.*

“b) *Nominate Board members for election to Board committees and as Board officers.*

“2) *Personnel Subcommittee*

“a) *Description of the Subcommittee*

“*The Personnel Subcommittee, in its role as a mission subcommittee, reviews, provides advice and recommends for action to the Executive Committee of the Board regarding employment-related policies, procedures and initiatives, including but not limited to:*

“1. *personnel policies and procedures of the Board;*

“2. *compensation guidelines within which salaries are administered;*

“3. *equal employment and affirmative action guidelines;*

“4. *recruitment and leadership development; and*

“5. *any other employment-related assignment from the Executive Committee or the Board.*

“b) *Authority*

“The Subcommittee’s responsibility is one of review, advice and recommended action to the Executive Committee of the Board within the duties of the Subcommittee listed above. The Subcommittee reports to the Executive Committee of the Board, and in such capacity provides regular reports to the Executive Committee. It is the responsibility of the management of the Presbyterian Mission Agency to administer employment-related programs, manage the program budgets and provide any required or requested expertise to the Board and/or the Subcommittee. The Subcommittee is entitled to rely on the expertise of the Presbyterian Mission Agency staff and its outside consultants, as well as the work of other committees of the Board, as to matters within their authority and expertise. The Subcommittee will receive reports from the Human Resources Department and the Legal/Risk Management Services Office of the Presbyterian Mission Agency. The Subcommittee will invite its equivalent committee of the Committee on the Office of the General Assembly to meet biennially to collaborate on matters of common interest.

“c) *Membership and Meetings*

“The Personnel Subcommittee consists of five (5) members with voice and vote: two (2) Executive Committee members and three at-large members, and the Executive Director of the Presbyterian Mission Agency a corresponding member with voice and without vote. Each member will serve a term of two (2) years commencing at the next meeting after appointment by the Chair of the Board and expiring the earlier of two (2) years after appointment or the end of the member’s term on the Board. The Subcommittee generally meets quarterly by phone or in conjunction with the meetings of the Board. During these meetings, the Subcommittee provides reports on its activities and may make recommendations for action to the Executive Committee of the Board. The Subcommittee serves as a consultative body to the Executive Director in the Executive Director’s staff management role. The Subcommittee is resourced by staff members of the Human Resources Department and the Legal/Risk Management Services Office.

“d) *Purposes*

“To further the fulfillment of the vision, mission, values and directional goals of the Presbyterian Mission Agency, the Personnel Subcommittee is called to assist and support the Executive Committee’s work and ministry toward ensuring and envisioning a work community for the Presbyterian Mission Agency that is: built on faith; culturally proficient; legally compliant; dynamic; and appropriately positioned to meet the needs of a changing organization.

“2) 3) Restricted Funds Oversight Committee

... [The text in 3)a) through 3)d) remains unchanged.]

~~“2. Presbyterian Mission Agency Board Nominating Committee~~

~~“...[Text in 2. Presbyterian Mission Agency Board Nomination Committee has been deleted.]~~

“3) 4) Audit Committee

“a) Purpose: ... [Text in a) remains unchanged.]

“b) Composition and Membership: ... [Text in b) through b)3) remains unchanged.]

“Each member of the Committee shall be independent and may not accept directly or indirectly any consulting, advisory, or other compensatory fee from either the Presbyterian Mission Agency or Office of the General Assembly (OGA). All members of the Committee shall have a working familiarity with basic finance and accounting practices and the two at-large members of the Committee shall have accounting or related financial management expertise determined by the ~~Stewardship Mission~~ Finance Committee and the Audit Committee Chairs.

“... [The last two paragraphs of b) remain unchanged.]

“c) Duties and Responsibilities

“... [Text in c)1) through c)4) remains unchanged.]

“5) Ethics Policy Violation Reports

“a) The Audit Committee has duties under the “Ethics Policy for COGA and Presbyterian Mission Agency Board Members.” It also has duties under the “Ethics Policy for Presbyterian Mission Agency and Office of the General Assembly Employees”. These policies are attached as Appendix 6 ~~and can be viewed at (http://www.pcusa.org/resource/ethics_policy_elected_and_appointed_members-general/).~~

“b) [Text remains unchanged.]

“6) General

“a) Review the Committee’s charter annually, reassess the adequacy of this charter ~~and, considering~~ any new laws or regulations, *and* recommend any proposed changes to the Presbyterian Mission Agency Board.

“b) [Text in b) through g) remains unchanged.]

“B. Presbyterian Mission Agency Board *Mission* Committees

[The text in this section was stricken and new text inserted as shown below.]

“1. *Context:*

“The Presbyterian Mission Agency Board oversees the work of the Presbyterian Mission Agency as it inspires, equips and connects the PC(USA) in its many expressions to serve Christ in the world through new and existing communities of faith, hope, love and witness.

“2. *Committees:*

“The Board’s mission is advanced through four primary committees:

“a. *Leadership Committee*

“The Leadership Committee focuses on the work of the Presbyterian Mission Agency that inspires, equips and connects individuals for leadership in Christ’s church and in the world. In this work, the Leadership Committee seeks to discern God’s direction as it guides ministries which identify, develop and resource diverse transformational leaders. Areas of ministry typically within the purview of the Leadership Committee include:

“1) *Chaplains*

“2) *Elder and leader development*

“3) *Financial Aid for Studies*

“4) *Leadership trends and response*

“5) *Mission Personnel*

“6) *Racial Ethnic and Women’s Leadership*

“7) *Theological Education*

“8) *Theology*

“Relationships

“The work of the Leadership Committee connects in relationship with a variety of other groups, including Board-related committees, missional relationships, committees/boards where the Board has a representative, and ecumenical advisory members.

“1) *Board-related committees*

“a) *None*

"2) *Missional relationships:*

"a) *Presbyterian Council for Chaplains and Military Personnel—PCCMP*

"b) *Association of Presbyterian Church Educators—APCE*

"3) *Committees/Entities where the Board has a representative:*

"a. *Presbyterian Women in the Presbyterian Church (U.S.A.), Inc., Board of Directors*

"b. *Presbyterian Church (U.S.A.) Investment and Loan Program, Inc. Board of Directors*

"4) *Ecumenical Advisory Members:*

"a. *None*

"b. *Worshiping Communities Committee*

"The Worshiping Communities Committee focuses on the work of the Presbyterian Mission Agency that inspires, equips and connects congregations and other worshiping communities as centers of discipleship. In this work, the Worshiping Communities Committee seeks to nurture spaces for the myriad expressions of Christ's church that allows for creative, dynamic and moving connections. Areas of ministry typically within the purview of the Worshiping Communities Committee include:

"1) *Christian education and curriculum*

"2) *Church growth*

"3) *Collegiate ministries*

"4) *Conference Centers*

"5) *Equipping the church for mission*

"6) *Evangelism and disciple-making ministries*

"7) *Racial Ethnic and cross cultural congregational support*

"8) *Worship*

"9) *Youth and Young Adults*

"Relationships

"The work of the Worshiping Communities Committee connects in relationship with a variety of other groups, including Board-related committees, missional relationships, committees/boards where the Board has a representative, and ecumenical advisory members. The Presbyterian Investment and Loan Program may occasionally relate to this committee on programmatic matters.

"1) *Board-related committees*

"a) *Mission Development Resources Committee (MDRC) reports to the Worshiping Communities Committee.*

"2) *Missional relationships:*

"a) *Association of Presbyterian Church Educators—APCE*

"3) *Committees/Boards/Advisory Boards where the Board has a representative:*

"a) *Mission Development Resources Committee—MDRC*

"b) *Montreat Conference Center Board of Directors*

"c) *Presbyterian Church (U.S.A.) Investment and Loan Program, Inc. Board of Directors*

"4) *Ecumenical Advisory Members:*

- “a) One of the Board’s Ecumenical Advisory Members is assigned to the Worshiping Communities Committee, with voice and vote in committee.

“c. *Justice Committee*

“The Justice Committee focuses on the work of the Presbyterian Mission Agency that inspires, equips, and connects Presbyterians and others in witness to God’s justice in the world. In this work, the Justice Committee seeks to equip the church for compassionate-prophetic ministries through advocacy and networking for mission. Areas of ministry typically within the purview of the Justice Committee include:

- “1) *Advocacy efforts*
- “2) *Ministries of compassion, peace and justice*
- “3) *World Mission Networks*

“Relationships

“The work of the Justice Committee connects in relationship with a variety of other groups, including Board-related committees, missional relationships, committees where the Board has a representative, and ecumenical advisory members.

- “1) *Board-related committees*
 - “a) *Jinishian Memorial Program Governance Commission relates to the Justice Committee.*
 - “b) *Mission Responsibility through Investment Committee reports to the Justice Committee.*
 - “c) *Presbyterian Disaster Assistance Advisory Committee reports to the Justice Committee.*
 - “d) *Presbyterian Hunger Program Advisory Committee reports to the Justice Committee.*
 - “e) *Presbyterian Self-Development of People Committee relates to the Justice Committee.*
- “2) *Missional relationships:*
 - “a) *Presbyterian Health Education and Welfare Association—PHEWA*
- “3) *Committees where the Board has a representative:*
 - “a) *Jarvie Commonwealth Service Committee*
 - “b) *Jinishian Memorial Program Governance Commission*
 - “c) *Mission Responsibility through Investment Committee*
 - “d) *Presbyterian Health Education and Welfare Association Board of Directors*
 - “e) *Creative Ministries Offering Committee of Presbyterian Women in the Presbyterian Church (U.S.A.), Inc.*
- “4) *Ecumenical Advisory Members:*
 - “a) *One of the Board’s Ecumenical Advisory Members is assigned to the Justice Committee, with voice and vote in committee.*

“d. *Finance Committee*

“The Finance Committee focuses on the work of the Presbyterian Mission Agency that undergirds its ministries with responsible stewardship and transparent reporting. In this work, the Finance Committee is called to support the mission and ministry of the other committees through the application of broad-based services necessary to enable, equip, account and serve. Areas of ministry typically within the purview of the Finance Committee include:

- “1) *Financial reporting and policies*
- “2) *Information Technology*
- “3) *Monitoring and financial projections*

"4) *Other financial and legal matters not specifically related to individual programs*

"5) *Oversee the financial reporting relationship with the Presbyterian Church (U.S.A.) Foundation, where the medium and long-term funds of the Presbyterian Mission Agency are invested.*

"6) *Oversight of budget development*

"7) *Property*

"*Relationships*

"*The work of the Finance Committee connects in relationship with a variety of other groups, including Board-related committees, missional relationships, committees where the Board has a representative, and ecumenical advisory members. This committee has primary relationship with the Presbyterian Foundation, the Board of Pensions and the Presbyterian Investment and Loan Program, Inc. Board of Directors.*

"1) *Board-related committees*

"a) *None*

"2) *Missional relationships:*

"a) *None*

"3) *Committees/Boards where the Board has representatives:*

"a) *Presbyterian Church (U.S.A.) Investment and Loan Program, Inc. Board of Directors*

"b) *Presbyterian Mission Agency Conference Center Advisory Boards (Programmatic concerns may be referred to other committees as needed.)*

"c) *Ghost Ranch Conference Center*

"d) *Stony Point Conference Center*

"4) *Ecumenical Advisory Members:*

"a) *None*

"5) *At-large committee members*

"a) *Two*

"3. *Authority*

"*Presbyterian Mission Agency Board Committees are responsible for oversight of programs within the duties of the Committee listed above. It is the responsibility of the executive management of the Presbyterian Mission Agency to administer these programs, manage the program budgets and provide any required or requested expertise to the Board and/or the Committee. The Committee is entitled to rely on the expertise of the Presbyterian Mission Agency staff and its outside consultants, as well as the work of other committees of the Board, as to matters within their authority and expertise. From time to time committees may meet together on issues of mutual concern.*

"*All committee actions, apart from the Executive Committee and routine administrative functions, require the approval of the Presbyterian Mission Agency Board.*

"4. *Membership and Meetings*

"*Committee size is determined by the Board during the nomination process each year. If needed, committees may vary in size. Committees generally meet in conjunction with the meetings of the Board. During these meetings, committees will receive:*

"a. *reports and recommendations from staff*

"b. *reports from liaisons to other committees.*

"II. *Temporary Special Committees, Task Forces or Work Groups*

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If Board Committees, Finance Committee, the Presbyterian Mission Agency Board Executive Committee or two or more of these committees determine a need for a temporary special committee, task force or work group that will involve Presbyterian Mission Agency Board membership and/or non-Presbyterian Mission Agency Board membership, a proposal shall be submitted to the Presbyterian Mission Agency Board through the Executive Committee for approval. All proposals for temporary special committees, task forces and work groups shall include the following information:

“A. Temporary special committee, task force or work group name.

“B. Statement of purpose and tasks to be accomplished.

“C. Explanation as to why these tasks cannot be accomplished by the current Presbyterian Mission Agency Board Committees.

“D. Expertise, skills and experience needed by the members.

“E. Duration of the committee, task force or work group shall not exceed two years.

“F. Size of the committee, task force or work group. Ordinarily not to exceed seven members.

“G. Annual budget with the source of funding.

“H. Proposed names of the committee, task force or work force members with sensitivity to diversity.

~~“V. Presbyterian Church (U.S.A.), A Corporation~~

~~“[Text in this section has been moved to Appendix 1E.]~~

“APPENDIX 1D

“Election Procedures

~~“VI. I. Election Procedures (Approved by GAMC September 2007 for Presbyterian Mission Agency Board Chair and Vice-Chair (See Appendix 1B.)~~

~~“A. Election Procedures for Presbyterian Mission Agency Board Chair and Vice Chair (See Section III. Officers of the Board, C. Terms of Office, C., 1. 2.)~~

~~“1. A. Only Presbyterian Mission Agency Board voting members who have served at least two years on the Board before taking office are eligible for election as chair or vice-chair.~~

~~“B. Nominating Process:~~

~~“2. The Presbyterian Mission Agency Board Nominating Committee will use a nominating process approved by the Presbyterian Mission Agency Board, as follows:~~

~~“a. 1. The Presbyterian Mission Agency Board Nominating Committee and Governance Subcommittee will compile a list of gifts, abilities, and skills that they believe will be needed by the Board leadership during the ensuing biennial period. It will also draft two or three questions to be answered by potential candidates for Board leadership. The questions will address the anticipated key challenges facing the Board during the ensuing biennial period.~~

~~“b. 2. Staff to the Presbyterian Mission Agency Board Nominating Committee and Governance Subcommittee will identify all Board members eligible for election to Board leadership and prepare for each of them a résumé form that includes the person's personal information from the Presbyterian Mission Agency Board biography form, a summary of their Board experience, and the questions drafted by the Presbyterian Mission Agency Board Nominating Committee and Governance Subcommittee. The letter will:~~

~~“a. Inform the Board member of his or her eligibility for Board leadership.~~

~~“b. Ask if the Board member feels called to be considered for nomination to a Board leadership position.~~

~~“c. If the response is affirmative, request that he or she verify the résumé form information and answer the leadership questions, and~~

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~~“a. d.~~ Ask that the completed form be returned to Presbyterian Mission Agency Board Nominating ~~Committee~~ and Governance Subcommittee staff.

~~“e.~~ 3. The Presbyterian Mission Agency Board Nominating ~~Committee~~ and Governance Subcommittee will review all the submitted forms and will also go through a discernment process as to whether or not eligible Board members who have not submitted forms have leadership gifts that justify an invitation to consider a call to candidacy for Board leadership. If so, the Presbyterian Mission Agency Board Nominating ~~Committee~~ and Governance Subcommittee will extend the invitation to submit a completed résumé form and answers to the leadership questions.

~~“d.~~ 4. The Presbyterian Mission Agency Board Nominating ~~Committee~~ and Governance Subcommittee will evaluate the final list of Board leadership candidates who have submitted résumé forms and completed the questions to identify a candidate who it wishes to nominate for Board chair and a candidate it wishes to nominate for Board vice-chair for the ensuing biennial period. The Presbyterian Mission Agency Board Nominating and Governance Subcommittee chair will notify the selected candidates that they are the Presbyterian Mission Agency Board Nominating ~~Committee's~~ and Governance Subcommittee's nominees for the appropriate Board leadership positions.

~~“e.~~ 5. The names of the nominees, along with their résumés and their responses to the questions, will be communicated to all Board members a minimum of three weeks prior to the winter/spring Board meeting.

~~“f.~~ 6. The Board leadership election will be conducted during the winter/spring Board meeting. The Board vice-chair election will be held following the election of the Board chair. Nominations from the floor will be accepted for both elections. The elections will be by written ballot.

~~“g.~~ 7. The two-year term of office will begin with the close of the upcoming General Assembly meeting and end with the close of the next General Assembly meeting.

~~“h.~~ 8. In the event of vacancy during the term of the chair, the vice-chair assumes the chair. The Presbyterian Mission Agency Board Executive Committee is empowered to appoint an interim vice-chair upon nominations by the Presbyterian Mission Agency Board Nominating ~~Committee~~ and Governance Subcommittee. Election to the position shall occur at the next full meeting of the Board.

~~“B. Election Procedures for Presbyterian Mission Agency Board Nominating Committee Members~~

~~“1. Each member shall be elected for a term of two years. (Also see Section IV.A.2a)~~

~~“2. The Presbyterian Mission Agency Board Executive Committee shall nominate members of the Presbyterian Mission Agency Board Nominating Committee for election by the Presbyterian Mission Agency Board at its fall meeting. (See Section IV.A.d.12.)~~

~~“3. No person shall be eligible for reelection to the Presbyterian Mission Agency Board Nominating Committee.~~

~~“4. Presbyterian Mission Agency Board Nominating Committee members shall elect their own chair.~~

~~“5. Members of the Presbyterian Mission Agency Board Nominating Committee are eligible to serve on other committees.~~

~~“C. II. Election Procedures for Chairs of the Board-Mission Committees, and Audit Committee~~

~~“1. A. The committees shall nominate and elect their chairs, and may elect a vice-chair, during the first Presbyterian Mission Agency Board meeting in the calendar year and notify the Presbyterian Mission Agency Board Nominating ~~Committee~~ and Governance Subcommittee.~~

~~“2. B. The chairs shall begin their service at the end of the General Assembly, or in non-Assembly years, with the Executive Committee Retreat.~~

~~“3. C. Committee chairs shall be elected for one-year terms, renewable for one additional term.~~

~~“4. D. Board voting members completing at least two consecutive years on a committee are eligible for election as committee chair.~~

~~“5. E. Ordinarily, committee chairs shall make appointments and assignments of committee members to~~

work groups, task forces, and other subcommittees as necessary, giving consideration to experience, interest, and representation.

~~“D. General Assembly Nominations~~

~~“1.—In keeping with the action of the 208th General Assembly (1996), (Recommendation G, Minutes, 1996, Part I, p. 201), the Presbyterian Mission Agency Board shall:~~

~~“a.—make use of the General Assembly Nominating Committee whenever possible;~~

~~“b.—report annually to the General Assembly Nominating Committee records of attendance and participation of Presbyterian Mission Agency Board members;~~

~~“c.—work through the General Assembly process in selecting persons to serve on boards, committees, task forces, work groups, and initiative teams to . . . “ensure fair and open access from all areas of our denomination and to ensure a valid and enriching diversity within all working groups” . . . (Minutes, 1996, Part I, p. 201, para. 15.113). This procedure applies to all working groups with a life span of more than two years.~~

“APPENDIX 1E

~~“V. Presbyterian Church (U.S.A.), A Corporation~~

~~“[Text has been moved from Appendix 1, Section V.]~~

~~“By corporate action of the Board of Directors of the Presbyterian Church (U.S.A.), A Corporation, the Executive Committee of the Presbyterian Mission Agency Board is also the Executive Committee of the Corporation (GAC, September 1997). A quorum of a ~~majority~~ 40% of voting members is required to conduct business.~~

~~“By corporate action of the Board of Directors of the Presbyterian Church (U.S.A.), A Corporation, the ~~Stewardship Finance~~ **Stewardship Finance** Committee, or its successor, is also the Property, Legal, and Finance Committee of the Corporation (Corporate Minutes, September 26, 1998). International property matters requiring approval by the ~~PCUSA~~ **PCUSA** ~~PC(USA)~~ Board of Directors are referred to the Board via action of the Evangelism Committee, or its successor. (Corporate Minutes, March 16, 2007). (*As of July 2012, the Justice Committee is the successor to the Evangelism Committee.*)~~

“APPENDIX 1F

“Other Committees

~~“VII. I.~~ **General Assembly Advisory and Advocacy Committees**

~~“The 205th General Assembly (1993) approved the creation of one advisory committee and two advocacy committees. They are:~~

~~“A. Advisory Committee on Social Witness Policy~~

~~“B. Advocacy Committee for Racial Ethnic Concerns~~

~~“C. Advocacy Committee for Women's Concerns~~

~~“An advisory committee is related to an entity or agency of the General Assembly that is formed for the purpose of providing advice, recommendations, resources, information, or counsel to its parent body.~~

~~.... [Text in the next six paragraphs remains unchanged.]~~

~~“A. Advisory Committee on Social Witness Policy (ACSWP)~~

~~“1. Accountability~~

~~“a. [Text remains unchanged.]~~

~~“b. The committee shall be accountable for the content of its work to the General Assembly in accordance with the *Manual of the General Assembly*, ~~pg. 77, Forming Social Policy~~, ~~2.a.~~: ‘The Advisory Committee on Social Witness Policy will be responsible for the process of developing and recommending social witness policy to the General Assembly. If any other entity is involved in processes of developing and recommending social witness policy, then appropriate consultation~~

and linkage with the Advisory Committee on Social Witness Policy shall be undertaken.'

“c. [Text remains unchanged.]

“d. [Text remains unchanged.]

“2. Search Procedures

“[Text in 2.a. through 2.c., 3. through 4. remains unchanged.]

“5. Access

“Access to the Presbyterian Mission Agency Executive Leadership Team for planning and consultation shall be on invitation of the Executive Director or at the request of the coordinator for the Advisory Committee on Social Witness Policy. At least annually, there will be a meeting of the Advisory Committee on Social Witness Policy and representatives of the Presbyterian Mission Agency Board Executive Committee for strategic reflection and anticipation regarding social witness policy concerns.

“The committee shall submit its General Assembly report to the Presbyterian Mission Agency Board Executive Committee's ~~Procedures Subcommittee~~ for review and possible comments by the Presbyterian Mission Agency Board.

“6. Liaisons

“[Text in 6. Through 7. remains unchanged.]

“8. Assigned Functions

“a. Prepare policy statements, resolutions study papers, social involvement reports, or Advice and Counsel Memoranda on the church's social witness for study and recommendation to the General Assembly at the request of the General Assembly, the Presbyterian Mission Agency Board, or on its own initiative; seek concurrence of the ~~council~~ Board relative to financial implications on plans for studies.

“b. [Text in 8.b. through 8.i. remains unchanged.]

“B. Advocacy Committee for Racial Ethnic Concerns (ACREC)

“This advocacy committee shall consist of the following persons:

“• ~~2~~Two African American (*)

“• ~~2~~Two Asian American (*)

“• ~~2~~Two Hispanic (*)

“• ~~2~~Two Middle Eastern (*)

“• ~~2~~Two Native American (*)

“• ~~1~~ At-large member elected with consideration for special expertise, fast-growing racial ethnic segments, geographic diversity and ethnic balance.

“• ~~1~~ Presbyterian Mission Agency Board Member nominated by the Presbyterian Mission Agency Board Nominating ~~Committee~~ and Governance Subcommittee and elected by the Presbyterian Mission Agency Board to serve a four-year non-renewable term. This voting member fulfills the responsibility of liaison between the Presbyterian Mission Agency Board and the Advocacy Committee.

“(*) [Text in this paragraph remains unchanged.]

“1. Accountability and Lodgment

“Staff responsible for the planning and coordination work of the committee shall be appointed by the Presbyterian Mission Agency Executive Director in consultation with the Advocacy Committee. The staff shall be lodged within the office of the Executive Director, unless the Advocacy Committee consents to staff being lodged outside that office. Such staff shall be accountable for the work of the committee to the Office of the Presbyterian Mission Agency Executive Director through the ~~Executive~~

~~Administrator~~ *Racial Ethnic Leadership Development Manager.*

“2. Budget

“Funding for the work of the Advocacy Committee for Racial Ethnic Concerns comes from the per capita budget except for the staffing costs which are accounted for in the budget of the office where the staff is lodged. The Advocacy Committee shall propose a yearly budget to the office of the ~~Executive Administrator~~ *Racial Ethnic Leadership Development Manager.*

“3. Access

“The Advocacy Committee for Racial Ethnic Concerns shall have direct access to the General Assembly and the Presbyterian Mission Agency Board. *In accordance with the recommendation of the 220th General Assembly (2012), the Presbyterian Mission Agency Board shall meet at least once every two years with the elected leadership of the advocacy committees for strategic reflection and anticipation concerning racial ethnic concerns.*

Access to the General Assembly and the Presbyterian Mission Agency Board shall be in the form of policy statements, resolutions, study papers, racial involvement reports, a yearly narrative report, Advice and Counsel Memoranda, and other appropriate correspondence. Advice and Counsel Memoranda shall be developed in consultation with other advisory and advocacy committees as appropriate.

The committee shall submit its General Assembly report to the Presbyterian Mission Agency Board Executive Committee's ~~Procedures Subcommittee~~ for review and possible comments by the Presbyterian Mission Agency Board.

“4. Assigned Functions

“[Text in 4.a. through 4.g. remains unchanged.]

“C. Advocacy Committee for Women's Concerns (ACWC)

“This Advocacy Committee shall consist of:

- “• ~~2~~Two clergywomen
- “• ~~1~~One woman church lay employee
- “• ~~1~~One Presbyterian Women Churchwide Coordinating Team Vice Moderator for Justice and Peace
- “• ~~7~~Seven members at-large, chosen to balance the committee geographically, racially and ethnically, and with consideration to age and expertise.
- “• ~~1~~One Presbyterian Mission Agency Board nominated by the Presbyterian Mission Agency Board Nominating and Governance Subcommittee and elected by the Presbyterian Mission Agency Board to serve a four-year non-renewable term. This voting member fulfills the responsibility of liaison between the Presbyterian Mission Agency Board and the Advocacy Committee.
- “• At least four members of the Advocacy Committee for Women's Concerns shall be racial ethnic women. At least two members of the Advocacy Committee for Women's Concerns will be men, but no more than three members may be men.

“1. Accountability and Lodgment

“Staff responsible for the planning and coordination work of the committee shall be appointed by the Presbyterian Mission Agency Executive Director in consultation with the Advocacy Committee. The staff shall be lodged within the office of the Presbyterian Mission Agency Executive Director, unless the Advocacy Committee consents to staff being lodged outside that office. Such staff shall be accountable for the work of the committee to the office of the Presbyterian Mission Agency Board Executive Director through the ~~Executive Administrator~~ *Racial Ethnic Leadership Development Manager.*

“2. Budget

“Funding for the work of the Advocacy Committee for Women's Concerns comes from the per capita

budget except for the staffing costs which are accounted for in the budget of the office where the staff member is lodged. The Advocacy Committee shall propose a yearly budget to the office of the ~~Executive Administrator~~ *Racial Ethnic Leadership Development Manager*.

“3. Access

“The Advocacy Committee for Women’s Concerns shall have direct access to the General Assembly and the Presbyterian Mission Agency Board. *In accordance with the recommendation of the 220th General Assembly (2012), the Presbyterian Mission Agency Board shall meet at least once every two years with the elected leadership of the advocacy committees for strategic reflection and anticipation concerning women’s concerns.*

“Access to the General Assembly and the Presbyterian Mission Agency Board shall be in the form of policy statements, resolutions, study papers, a yearly narrative report, Advice and Counsel Memoranda. Advice and Counsel Memoranda, and other appropriate correspondence shall be developed in consultation with other advisory and advocacy committees as appropriate.

“The committee shall submit its General Assembly report to the Presbyterian Mission Agency Board Executive Committee’s ~~Procedures Subcommittee~~ for review and possible comments by the Presbyterian Mission Agency Board.

“4. Assigned Functions

“[Text in 4. Remains unchanged.]

~~VIII.~~ II. Committee on Theological Education

[The text of the first two paragraphs remains unchanged.]

~~1.~~ A. Committee Membership

“This committee of the General Assembly will consist of:

“[The first two bulleted items remains unchanged.]

- “• Two Presbyterian Mission Agency Board members nominated by the Presbyterian Mission Agency Board Nominating ~~Committee~~ and *Governance Subcommittee* and elected by the Presbyterian Mission Agency Board to four-year non-renewable terms;

~~2.~~ B. Staff Accountability and Lodgment

“[Text remains unchanged.]

~~3.~~ C. Budget

“[Text remains unchanged.]

~~4.~~ D. Access

“[Text remains unchanged.]

~~5.~~ E. Assigned Functions

“~~a.~~ 1. [Text remains unchanged.]

“~~b.~~ 2. [Text remains unchanged.]

“~~c.~~ 3. [Text remains unchanged.]

“~~d.~~ 4. [Text remains unchanged.]

“~~e.~~ 5. [Text remains unchanged.]

“~~f.~~ 6. [Text remains unchanged.]

“~~g.~~ 7. To relate the ~~governing bodies~~ *councils* and agencies of the PC(USA), particularly those which have responsibilities for theology and worship, for education, for candidacy, and for leadership development for pastors and church members.

~~“h.~~ 8. [Text remains unchanged.]

~~“i.~~ 9. [Text remains unchanged.]

~~“j.~~ 10. [Text remains unchanged.]

~~“k.~~ 11. [Text remains unchanged.]

~~“l.~~ 12. [Text remains unchanged.]

~~“m.~~ 13. [Text remains unchanged.]

~~“n.~~ 14. [Text remains unchanged.]

~~“o.~~ 15. [Text remains unchanged.]

~~“IX.~~ III. Other Presbyterian Mission Agency Board Related Committees

“The following committees have reporting relationships ... [Text in this paragraph remains unchanged.]

“A. Mission Responsibility Through Investment Committee (MRTI)

“The Committee on Mission Responsibility Through Investment (MRTI) is responsible for implementing General Assembly policy related to mission responsibility through investment. MRTI assists the church at all levels to utilize its investments as key instruments to promote its mission goals in society. MRTI provides leadership for effective engagement of the private sector in partnership with ecumenical colleagues in the United States, and in collaboration with indigenous churches, ecumenical bodies and local groups in other nations. ~~Nominated by the General Assembly Nominating Committee and elected by the General Assembly, this committee reports to the Presbyterian Mission Agency's Justice Mission Committee.~~

“1. *Budget*

“The budget for MRTI is developed by staff and proposed to the Presbyterian Mission Agency Board for approval by the General Assembly.

“2. *Composition:*

“MRTI is composed of:

“• two elected representatives named by each of its member agencies:

“◦ Presbyterian Mission Agency Board,

“◦ Board of Pensions and

“◦ Presbyterian Church (U.S.A.) Foundation/New Covenant Trust Company), and

“• one representative each from the elected membership of:

“◦ the Advisory Committee on Social Witness Policy,

“◦ the Advocacy Committee on Women's Concerns and

“◦ the Advocacy Committee on Racial Ethnic Concerns.

“In addition, the General Assembly elects three At-Large members bringing MRTI's total membership to 12 persons.

“3. *Relation to the General Assembly and the Presbyterian Mission Agency Board*

“Nominated by the General Assembly Nominating Committee and elected by the General Assembly, this committee reports to the Presbyterian Mission Agency Board's Justice Committee.

“4. *Staffing Relationship and Lodgment:*

“Staffing for MRTI is provided by Compassion, Peace and Justice Ministry Area of the Presbyterian Mission Agency.

“5. *Assigned Functions:*

“MRTI’s primary function is to develop and implement a coordinated strategy for the General Assembly’s Investment Policies and Guidelines for the General Assembly and for subsequent General Assembly action related to investment or divestment. Specific assigned functions include:

- “1) recommend, as needed, revisions or additions to the General Assembly’s Investment Policies and Guidelines (for use by the Board of Pensions, Presbyterian Church (U.S.A.) Foundation, Inc., New Covenant Trust Company; and other fiduciaries within the church family) designed to reach mission goals of the General Assembly,*
- “2) recommend to the Presbyterian Mission Agency Board specific actions on the exercise of investor rights and responsibilities such as proxy voting, initial filing of shareholder resolutions, and joining with other shareholders in litigation calling for regulatory oversight or other forms of redress,*
- “3) recommend to appropriate ministry areas or related bodies, middle governing bodies, institutions and communicant members of the Presbyterian Church (U.S.A.) ways and means to carry out General Assembly investment policies respecting social concerns, including the voting of proxies on shareholder resolutions,*
- “4) appoint representatives to ecumenical organizations through which the Presbyterian Church (U.S.A.) seeks to advance its work in the area of mission responsibility through investments, and (5) assist Compassion, Peace and Justice in coordinating corporate responsibility concerns with mission program and strategies on economic and social justice.*

“B. Mission Development Resources Committee (MDRC)

“The Mission Development Resources Committee makes decisions on Church Loans, Walton Awards for New Church Development and Mission Program Grants (New Church Development, Congregational Transformation and Specialized Ministries). Nominated by the General Assembly Nominating Committee and elected by the General Assembly, this committee reports to the Presbyterian Mission Agency Board’s ~~Evangelism~~ Mission Worshiping Communities Committee.

“1. Budget

“MDRC provides input on the work of the Mission Program Grants, Church Loans and the Sam and Helen R. Walton Award. The budget for these items is displayed in the Evangelism and Church Growth ministry area.

“2. Staff Relationships and Lodgment

“The Office of Mission Program Grants staff that is responsible for planning, coordinating, and supporting the work of MDRC shall be answerable to the Director of Evangelism and Church Growth Ministry Area or designee.

“3. Search Procedures for Staff ~~Error! Bookmark not defined.~~

“The Associate and Administrative Assistant staff members within the Office of Mission Program Grants shall be appointed by the director of Evangelism and Church Growth in accordance with The Presbyterian Mission Agency Employee Handbook.

“4. Relation to the General Assembly and the Presbyterian Mission Agency Board ~~Error! Bookmark not defined.~~

“MDRC reports to the Worshiping Communities Committee, typically in the form of action items, information reports and changes to the MDRC Manual of Administrative Operations.

“5. Liaisons ~~Error! Bookmark not defined.~~

“A member from the Presbyterian Mission Agency Board Worshiping Communities Committee shall be named as liaison to the MDRC.

“6. Assigned Functions

“The primary focus of the MDRC is to respond faithfully to the church growth commitment of the Presbyterian Mission Agency. This work is conducted in partnership with synods and presbyteries

engaged in church growth mission through the allocation of grants and loans.

“The MDRC implements its work through the following functions:

- “a. Allocating grants for new church development, new worshiping communities, and presbytery support for continual congregational transformation;*
- “b. Originating and overseeing the payment and repayment of Presbyterian Mission Agency loans to new and existing congregations for site acquisition, building construction, renovation, and other related projects;*
- “c. Recommending policies, procedures and guidelines that govern the grant and church loan programs;*
- “d. Interpreting the purpose and availability of the grant and church loan programs to the whole church, instilling hope for future ministry to keep the church alive and growing;*
- “e. Responding in partnership with mid councils to new and emerging ministries;*
- “f. Reviewing and recommending to the Presbyterian Mission Agency new congregation projects nominated to receive Sam & Helen R. Walton Awards.*

“C. Presbyterian Disaster Assistance Advisory Committee (~~PDA~~ PDAAC)

“1. Purpose

“The purpose of the Presbyterian Disaster Assistance Advisory Committee Error! Bookmark not defined. is to review the work of Presbyterian Disaster Assistance and give policy advice, ~~review the work, assist in setting strategic program direction and planning, and recommend an annual budget.~~ This ministry Presbyterian Disaster assistance ‘is a ministry of relief and response to national and international disasters, aid to refugees and displaced persons, refugee resettlement and efforts toward development.’ This ministry is ‘carried out through ecumenical partnerships, related church agencies, ~~middle governing bodies~~ mid councils, and congregations.’ Nominated by the General Assembly Nominating Committee and elected by the General Assembly, ~~this~~ This committee reports to the Presbyterian Mission Agency Board’s ’ Justice ~~Mission~~ Committee.

“2. Budget

“The budget for Presbyterian Disaster Assistance is developed by staff and proposed to the Presbyterian Mission Agency Board for approval by the General Assembly.

“3. Composition

“The Presbyterian Disaster Assistance Advisory Committee is comprised of seven (7) At-Large members, nominated by the General Assembly Nominating Committee and elected by the General Assembly. Members serve a one four-year term and are eligible for consideration to one additional term.

“4. Accountability

“This committee reports to the Presbyterian Mission Agency Board’s Justice Committee.

“5. Staff Accountability and Lodgment

“Staff responsible for planning and coordinating the work of Presbyterian Disaster Assistance are appointed by and accountable to the Director of the Compassion, Peace & Justice Ministry Area.

“6. Assigned Functions

- “1) Assist in setting strategic program direction*
- “2) Contribute knowledge and expertise in disaster relief*
- “3) Ensure that Presbyterian Disaster Assistance is strategically aligned with the priorities of the Presbyterian Mission Agency.*
- “4) Promote and interpret the One Great Hour of Sharing Offering;*

“5) Provide advice concerning expenditure of designated funds over \$500,000 in response to large scale disasters.

“6) Provide input on the development of an annual budget

“7) Work with staff to develop and implement communication and fund-raising strategies.

“D. Presbyterian Hunger Program Advisory Committee (~~PHP PHPAC~~)**Error! Bookmark not defined.**

“1. Purpose

“The purpose of the Presbyterian Hunger Program Advisory Committee is to guide the church’s response to hunger and its underlying causes. ~~The committee carries out the following tasks: 1) recommending Presbyterian Hunger Program operating guidelines, 2) making and reporting funding (grant) decisions within the approved guidelines; and 3) suggesting the development of programs and strategies for implementing the "Common Affirmation on Global Hunger," and other General Assembly policies related to hunger and poverty. Nominated by the General Assembly Nominating Committee and elected by the General Assembly, this committee reports to the Presbyterian Mission Agency Board's Justice Mission Committee.~~

“2. Budget

“The budget for the Presbyterian Hunger Program is developed by staff and proposed to the Presbyterian Mission Agency Board for approval by the General Assembly.

“3. Staff Relationships and Lodgment

“Staff responsible for planning and coordinating the work of the Presbyterian Hunger Program are appointed by and accountable to the Director of Compassion, Peace and Justice.

“4. Relation to the General Assembly and the Presbyterian Mission Agency Board

“Nominated by the General Assembly Nominating Committee and elected by the General Assembly, this committee reports to the Presbyterian Mission Agency Board's Justice Committee, typically in the form of minutes and changes to the PHP Advisory Committee Operating Guidelines.

“5. Assigned Functions

“The committee carries out the following tasks:

“a. Recommend Presbyterian Hunger Program operating guidelines in concordance with PMA goals and work plan

“b. Recommend policies, procedures and guidelines that govern the Presbyterian Hunger Program grant process

“c. Review grant requests and make funding (grant) decisions within the approved guidelines

“d. Promote the One Great Hour of Sharing Offering through highlighting the work of the Presbyterian Hunger Program, Self-Development of Peoples and Presbyterian Disaster Assistance.

“e. Promote Presbyterian Hunger Program initiatives in congregations and presbyteries

“f. Suggest the development of programs and strategies for implementing the "Common Affirmation on Global Hunger," and other General Assembly policies related to hunger and poverty.

“E. Presbyterian Committee on the Self-Development of People (SDOP ~~PCSDOP~~)**Error! Bookmark not defined.**

“The National Presbyterian Committee on the Self-Development of People provides the opportunity ... [Rest of text in this paragraph remains unchanged.]

“1. Direction & Accountability

“The Presbyterian Committee on the Self Development of People (PCSDOP) receives direction for its work through the Mission Work Plan, and the Presbyterian Committee on the Self Development of

People Manual of Operations, which are approved by the Presbyterian Mission Agency Board. The Presbyterian Committee on the Self Development of People reports to the Presbyterian Mission Agency Board through the Board's Justice Committee.

“2. *Staff Accountability and Lodgment*

“Staff responsible for planning and coordinating work of the committee shall be appointed by the Director of the Compassion Peace & Justice Ministry in consultation with the Presbyterian Committee on the Self Development of People (PCSDOP). When seeking a new coordinator for SDOP, an interview team will be identified in consultation with the PCSDOP Steering Committee. At least two members of the PCSDOP shall serve as a part of the interview team. The staff shall be lodged within the Compassion Peace & Justice Ministry and be directly accountable to the Director of the Compassion Peace & Justice Ministry.

“3. *Assigned Functions (to be performed with accountability to the Justice Committee and/or the Compassion Peace and Justice Ministry area, and subject to available funds).*

“a. SDOP shall be responsible for creating and maintaining its own Manual of Operations.

“b. SDOP shall provide program, strategy and oversight for the church's mission of self-development with poor, oppressed and disadvantaged people.

“c. SDOP will implement the criteria and guidelines for funding local projects.

“d. SDOP will be responsible for receiving, reviewing and approving/rejecting local project proposals.

“e. SDOP will be responsible for training and certifying local SDOP committees.

“f. SDOP will work in collaboration with PDA and PHP to carry out joint projects consistent with the mandate of each committee.

“g. Work cooperatively with ecumenical partners in carrying out SDOP's mandate.

“h. Educate the church on the condition and status of poor and oppressed communities and train the church in theological issues related to poverty.

“i. Promote and Interpret the OGHS offering within the church at both the congregational and mid-council levels.

“F. *Jinishian Memorial Program Governance Commission*

“[Text in this paragraph remains unchanged.]

~~“X. Temporary Special Committees, Task Forces or Work Groups~~

“[This entire section was deleted.]

“APPENDIX 1G

“~~XI~~ Missional Relationships

“There are four categories of formal Presbyterian Mission Agency missional relationships:

[Text in bulleted items remains unchanged.]

~~“A. I.~~ **Institutional Relationships**

“[Text in this section remains unchanged.]

~~“B. II.~~ **Professional Associations**

“Professional Associations are related organizations ... [Text in the first paragraph remains unchanged.]

“Approval: ~~Executive Leadership Team~~ Leadership Cabinet, upon recommendation from the respective Deputy Executive Director's leadership team, for a four year term.

“Notification: Presbyterian Mission Agency Board

~~C.~~ III. Presbyterian Mission Agency Organization-wide Missional Partnerships

“Presbyterian Mission Agency organization-wide missional partnerships ... [Text in this paragraph remains unchanged.]

“Approval: ~~Presbyterian Mission Agency Board~~ *The Leadership Cabinet*, upon recommendation of ~~from the Executive Leadership Team~~ *Ministry Directors Team (MDT)*, for a term of four years.

“Notification: ~~The General Assembly~~ *Presbyterian Mission Board Agency*

~~D.~~ IV. Presbyterian Mission Agency Partnerships

“Presbyterian Mission Agency Office Partnerships are relationships between ... [Text of paragraph remains unchanged.]

“Approval: ~~The Executive Leadership Team~~ *Leadership Cabinet*, upon recommendation from the *Ministry Directors Team (MDT)*, for a term of four years.

“Notification: Presbyterian Mission Agency Board

“APPENDIX 1H

“Guidelines for Liaisons to Other Entities

“The General Assembly elects individuals to serve as members of the Presbyterian Mission Agency Board. As part of their call to service on the Presbyterian Mission Agency Board, some members or former members will be invited to represent the board on other entities (committees or boards). These additional assignments are secondary to the purpose for which the General Assembly has called members into service on the Presbyterian Mission Agency Board. In each of these roles, members are to represent the concerns and established interests of the Presbyterian Mission Agency Board.

“The following guidelines are designed to help members cultivate the connection between their work on the Presbyterian Mission Agency Board and their service on other boards and committees. In this document, “liaison” refers to anyone who serves on another committee by virtue of first having been elected to the Presbyterian Mission Agency Board. Liaisons may be voting members or corresponding members, depending upon the particular assignment.

“I. Prior to committee meetings:

“Liaisons will review the agenda for the upcoming committee meetings, and seek input from the designated staff liaison regarding:

- “• Background materials that may be helpful for the committee discussion*
- “• Presbyterian Mission Agency Board interests that might relate to the discussion.*

“II. After committee meetings:

“Liaisons will keep the Presbyterian Mission Agency apprised of the work of the other committees they serve. Following each committee meeting, liaisons will send a brief note to the Board chairperson and the designated staff liaison, outlining significant items from the meeting.

“III. Prior to Presbyterian Mission Agency Board meetings:

“Liaisons will prepare a written report for distribution to board members as means of keeping the board informed about the committee’s work. The report will be posted online as an information item for the board meeting. (Information items are due in the Executive Director’s office four weeks prior to a board meeting.)

“IV. During Presbyterian Mission Agency Board meetings:

“Board committee chairs may, at their discretion, highlight an information item for further discussion in committee. If this is anticipated, the board committee chair will notify the liaison in advance that her or his presence may be needed during the committee session.”

2. Amend Appendix 2: Presbyterian Mission Agency Staff Organization by dividing it into two appendixes as follows: Appendix “2A Presbyterian Mission Agency Staff Organization,” “Appendix 2B General Assembly Ministries. The text of

Appendix 2A and 2B will read as follows with additional amendments: [Text to be deleted is shown with a strike-through; text to be added or inserted is shown as italic.]

“APPENDIX 2A

“Presbyterian Mission Agency Staff Organization

“The Executive Director carries out responsibilities with staff in the following ministries: the Office of the Executive Director, Mission, Shared Services, Communications and Funds Development.

“I. Mission Administration

“A. Office of the Executive Director

“The primary purpose of the office is to provide overall leadership and support for the mission of the Presbyterian Church (U.S.A.) working with and through the Presbyterian Mission Agency Board and the ~~General Assembly~~ Ministries. The office is divided into mission administration areas, one of which is shared with the Office of the General Assembly:

“1. ~~Executive Administrator's Office~~ *Advocacy Committee Support* which includes, Advocacy Committee ~~on for~~ *for* Racial Ethnic Concerns, *and* Advocacy Committee for Women's Concerns, ~~and Human Resources.~~

“2. *Human Resources*

~~“2.~~ 3. Internal Audit

~~“3.~~ 4. Legal & Risk Management

“5. *Policy, Administration and Board Support*

“B. Shared with the Office of the General Assembly

“1. Mid Council Relations

~~“B.~~ C. *Deputy Executive Directors***Error! Bookmark not defined.**

“The ~~General Assembly~~ Ministries are led by ~~three~~ *two* Deputy Executive Directors *and two Senior Directors*, reporting to the Executive Director.

“1. Deputy Executive Director for Mission

“a. Evangelism and Church Growth

“b. Compassion, Peace and Justice

“c. Racial Ethnic and Women's Ministries/Presbyterian Women

“d. Theology, Worship and Education

“e. ~~Vocation~~ *World Mission*

“~~g.~~ f. Research Services

~~“2.——~~ Deputy Executive Director for Communications & Funds Development

“~~a.~~ *Creative Services*

“~~b.~~ *Relationship and Development Operations*

“~~c.~~ *Executive Office on Policy Communications*

“~~d.~~ *Funds Development*

“~~e.~~ *Mission Communications*

“~~f.~~ *Mission Resources*

“g. *Presbyterian News Service*

“h. Stewardship

~~“3.~~ 2. Deputy Executive Director for Shared Services

“a. Finance and Accounting

“b. Information Technology

“c. Presbyterian Center Services

“d. Presbyterian Distribution Services

“3. Senior Director for Communications

“a. Mission Communications

“b. Communications Services

“4. Senior Director for Funds Development Ministry

“a. Major Gifts

“b. Church Support

“c. Special Offerings and Appeal

“d. Relationship and Development Operations

“II. Changes to the staff structure

“A. Changes to the ministry area structure of the Presbyterian Mission Agency (Communications, Funds Development, Mission, Office of the Executive Director, and Shared Services) must be approved by the Presbyterian Mission Agency Board, upon recommendation by the Executive Committee and the Executive Director.

“B. Changes to the structure within a ministry area must be approved by the Presbyterian Mission Agency Board Executive Committee, upon recommendation by the Executive Director.

“APPENDIX 2B

“~~H.~~ General Assembly Ministries

“~~A.~~ I. Mission Ministries

“~~1.~~ A. Evangelism and Church Growth

“[Text in this paragraph remains unchanged.]

“~~2.~~ B. Compassion, Peace and Justice

“[Text in this paragraph remains unchanged.]

“~~3.~~ C. Racial Ethnic and Women Ministries/Presbyterian Women

“[Text in this paragraph remains unchanged.]

“~~4.~~ D. Theology, Worship, and Education

“[Text in this paragraph remains unchanged.]

“~~3.~~ ~~Vocation~~

“~~The Office of Vocation is a shared ministry of the Presbyterian Mission Agency and the Office of the General Assembly. Its mission is to provide ecclesiastical and programming support related to vocation and leadership for Presbyterian individuals, congregations, mid-councils, and other partners. Its ministry includes support for presbyteries and congregations in the nurture of Christian Vocation; the preparation, credentialing, and support of church professionals; and the PCUSA call system.~~

“~~6.~~ E. World Mission

“[Text in this paragraph remains unchanged.]

~~B. II. General Assembly~~ Support Ministries

~~1. A. Communications and Funds Development~~ Ministry

“Communication and Funds Development Ministry communicates the mission and ministry of the Presbyterian Mission Agency Board and the role and activities regarding mission in the PC(USA). ~~Communication and Funds Development encourages, implements, and guides stewardship and giving to fund the Presbyterian Mission Agency and the mission and ministry of connectional entities and agencies of the PC(USA).~~

~~B. Funds Development~~ Ministry

“*Funds Development Ministry encourages, implements, and guides stewardship and giving to fund the Presbyterian Mission Agency and the mission and ministry of connectional entities and agencies of the PC(USA).*

~~2. C. Shared Services~~

“[Text in this paragraph remains unchanged.]

~~III. Amendments to these Descriptions~~

“*Amendments to these descriptions of the staff structure components may be approved by the Presbyterian Mission Agency Executive Committee upon recommendation by the Executive Director.*”

[APPENDIX 3: Public Statements by the Presbyterian Mission Agency Board remains unchanged.]

3. Amend Appendix 4 by dividing it into two appendixes as follows: Appendix “4A Open Meeting Policy,” “Appendix 4B Media and Visitor Policy for Non-Business Gatherings. The text within this appendix remains unchanged.

“APPENDIX 4A

“Open Meeting Policy

“[Text in this section remains unchanged.]

“APPENDIX 4B

“Media and Visitor Policy for Non-Business Gatherings

“[Text in this section remains unchanged.]”

[APPENDIXES 5 through 11 remain unchanged.]

4. Add a new Appendix 12 to read as follows:

“APPENDIX 12

“Program Evaluation Process

“*The Program Evaluation Process is a systematic method to review and evaluate the goals, objectives, and activities of all programs and program areas of the Presbyterian Mission Agency. All programs and program areas will be reviewed at least once within a 4-year rotation period to determine how well the goals and objectives are being achieved and if they are in alignment with the Presbyterian Mission Agency's Mission Work Plan.*

“*The following data will be gathered to complete the evaluation:*

- “• *the purpose statement of the program,*
- “• *the Mission Work Plan objectives/activities related to this program/program area*

- “• *financial data,*
- “• *feedback from constituency groups (NOTE: Constituent groups will include both those who are using and benefitting from the program and those who are not using and benefitting but potentially could be), Research Services will Invite the constituents, peers, and at least two Presbyterian Mission Agency Board members to complete the survey. Responses will be returned directly to Research Services for compilation and summary of the results.*

“*Once the above data has been compiled, the supervising director for the area being evaluated will convene appropriate staff to discuss the following questions:*

- “*a. How well is the program accomplishing its purpose?*
- “*b. What impact is the program having?*
- “*c. Is the program cost effective? How so? Or why not?*
- “*d. Is the program well managed? How so? Or why not?*
- “*e. Is the program adequately resourced (funds, staff, etc.)? How so? or Why not?*
- “*f. To what extent does the program help the PMA achieve its directional goals?*
- “*g. If \$100,000 in new funds were available, would we invest in this program? Why or why not?*
- “*h. Is the PMA best suited to do this work or does it/can it be done at another level?*
- “*i. What recommendations are noted and need to be shared from this program's evaluation?*

“*Using the responses to the above nine questions, the supervising director will prepare an executive summary to be discussed cross-functionally at a meeting of the Strategy Coordination Leadership Team.*

“*Discussion will:*

- “*a. acknowledge the program's progress/accomplishments with gratitude*
- “*b. recommend program improvement(s)*
- “*c. initiate a more extensive evaluation, if necessary*
- “*d. determine any further follow-up actions*

“*The executive summary of each Program Evaluation will be available to the Presbyterian Mission Agency Board as requested through the Executive Director's Office.*”

Background for Addition of Appendix 12

Interest in program evaluation has a long history in the Presbyterian Mission Agency. In early 2005, a task force of Presbyterian Mission Agency Board members explored a variety of options for “Performance Excellence at All Levels,” but none were good fit with the full variety of Presbyterian Mission Agency programs.

The design of a program evaluation process was referred to staff for follow-up. A placeholder for the description of the process was created as an appendix to the *Manual of Operations*.

In the years that have followed, staff have been perfecting a program evaluation process, consistent with the mandate to review each Presbyterian Mission Agency program on a quadrennial basis.

As of August 2013, the program evaluation process has been tested through six cycles, including twenty-two programs. Five reviews are underway, in the seventh cycle of the process. Staff have refined the process through the cycles and are ready to fill that placeholder spot in the Manual of Operations with this brief description.

[APPENDIX 13 remains unchanged.]

ITEM H.104
FOR ACTION

<i>FOR PRESBYTERIAN MISSION AGENCY EXECUTIVE DIRECTOR'S OFFICE USE ONLY</i>			
	A. Finance		E. Corporate Property, Legal, Finance
	B. Justice		F. PC(USA), A Corporation
	C. Leadership		G. Audit
	D. Worshipping Communities	X	H. Executive Committee
			J. Board Nominating & Governance Subcommittee
			P. Plenary

Subject: “Educate a Child, Transform the World”: a proposal to the General Assembly for Presbyterian collective impact in national and global mission

Recommendation:

The Executive Committee proposes that the Presbyterian Mission Agency Board recommend that the 221st General Assembly (2014):

1. Acknowledge and celebrate the deep and rich history of Presbyterian Church’s role in transforming society by providing access to quality education for children in this country and around the world;
2. Recommit itself to education as a core focus of mission in this nation and with our global partners;
3. Launch a church-wide initiative that will inspire, equip and connect our congregations, mid-councils and the Presbyterian Mission Agency to improve the quality of education for 1,000,000 children in the U.S. and globally over the next 4 years;
4. Encourage and support global partners and leaders here in the United States who have made a vocational commitment to provide a quality education to children in their communities;
5. In all of these efforts, place particular emphasis on children in poverty or otherwise at risk;
6. Direct the Presbyterian Mission Agency to shape and guide this initiative, developing tangible metrics to determine success and impact and to report back to the 222nd General Assembly (2016), sharing progress made and identifying strategies for deeper engagement in 2016-18.

Background:

For 176 years, the Presbyterian Church has served as one of the greatest forces for education in the world, helping hundreds of thousands of children to learn to read and write, to think critically, and to understand their work as their Christian vocation. Our Church’s core belief that every child is created in the image of God motivated our early mission workers to reach out to new communities with the offer of a quality education. In hundreds of communities, Presbyterians were the first to open up opportunities for formal education for girls.

The Presbyterian Church has a deep and rich commitment to providing access to education as a part of its core missional identity. Our church is a church of educators, school administrators, PTA members, school board members, and school volunteers, and we believe God is calling our church to collectively impact the quality of education for children in this country and around the world.

The World Bank and other international organizations have shown that primary education for young children reduces poverty, improves health and improves the distribution of income. Globally, the recent U.N. Development Goals have helped many communities in the Global South to bring previously uneducated children into the classroom. However, the sad reality is that in South Sudan, Guatemala, the Democratic Republic of the Congo, Indonesia and many other countries, the combination of overcrowded classrooms, poorly trained teachers and inadequate infrastructure prevent students from receiving the quality education they need.

The Presbyterian Mission Agency's Mission Work Plan identifies "addressing the root causes of poverty, particularly as they impact women and children" as a priority focus of its work. The intersection of this critical need for children around the world today and our church's commitment to education constitutes a clear calling to challenge the church to engage in mission together.

This initiative will support PCUSA global partners and education leaders in the United States as they address persistent poverty through critical investments in quality education of young children. The goal is to reach 1 million children in the next four years, inspiring, equipping and connecting hundreds of congregations and mid-councils to focus a portion of their mission efforts in support of the following activities:

- Train teachers, develop curricula, and help partners adopt "best practices" in education;
- Help global partners build or refurbish school buildings;
- Financially support mission workers in education and specific education projects;
- Advocate for better funding in public education in the U.S., particularly for children at risk;
- Pray for educators, students and administrators, as well as this education initiative;
- Get involved in "Adopt a School" programs, offering tutoring and other forms of support for local schools, focusing on children at risk; and,
- Open the doors of the church during the week to offer afterschool programs that include tutoring, mentoring and other enrichment opportunities

Following the movement of the Holy Spirit and working together with our global partners, mid-councils, congregations and other leaders in education, the Presbyterian Church will transform the world, one child, one educator, one school at a time, collectively impacting more than one million children over the next four years.

Financial Implications Cover Sheet for Reports to the General Assembly

Name of Agency Submitting Report: Presbyterian Mission Agency
Program: World Mission and Compassion, Peace & Justice Ministries **Date: 01/14/14**

Contact Person: Hunter Farrell **Telephone#: 502-569-5348**
Sara Lisherness **502-569-5779**

This RGA Cover sheet must be submitted with each Report to the General Assembly. Even if the report does not contain financial implications, the cover sheet must be attached stating that there are no financial implications. Any report received without the financial implications sheet will be returned. **If you have any questions about the form, please contact the Financial Implications Team: Chris Nicholas at 502-569-5411 for per capita, and Andrea McNicol at 502-569-5555 or Denise Hampton at 502-569-5575 for mission budget related financial implications.**

Name of Report: "Educate a Child, Transform the World": a proposal to the General Assembly for Presbyterian collective impact in national and global mission

1. Does this report include recommendations that have financial implications? (YES or NO)
2. If YES: (Attach extra sheets, if necessary)
 - a. Identify the area of the reports which have financial implications.
 - b. Define the components of the financial implications (basis for computation only).
(For new committees/Taskforces- please limit as far as possible to 2 face to face mtgs, plus 2 virtual mtgs & conference calls – from GA to next GA)
 - c. Identify the proposed source of funding, and the year it will impact (2014/ 2015/2016):
 - (1) Per Capita: OGA____ PMA ____
 - (2) PMA:
 - (a) Unrestricted or Restricted (Circle one)_____
 - (b) Restricted Source_____
3. If there are financial implications, are these being absorbed in the current year budget? YES or NO
If YES, what is the source of funding:_____
4. Have these financial implications received approval from the following sources?
____OGA/PMA (Circle one)
____PMA Ministry Area: (Communications and Funds Development; Compassion, Peace, Justice ; Evangelism & Church Growth; Racial Ethnic & Women's Ministries; Shared Services; Theology, Worship and Education; World Mission,) (Circle one)
____Other Entities (BOP, Foundation, PILP, PPC) (Circle one)
____Advisory Committees (ACSWP, ACEIR, ACWC, Other - _____)
5. If the action proposed in report involves another Ministry Area to do something, has this been discussed with the areas concerned? YES/NO. (If Yes, give names)

**ITEM H.105
FOR ACTION**

FOR PRESBYTERIAN MISSION AGENCY EXECUTIVE DIRECTOR'S OFFICE USE ONLY			
A. Finance		E. Corporate Property, Legal, Finance	J. Board Nominating & Governance Subcommittee
B. Justice		F. PC(USA), A Corporation	P. Plenary
C. Leadership		G. Audit	
D. Worshiping Communities	X	H. Executive Committee	

Subject: “*Living Missionally*”: a proposal to the General Assembly for Presbyterian collective impact in service

Recommendation:

The Executive Committee proposes that the Presbyterian Mission Agency Board recommend to the 221st General Assembly (2014), to:

1. Re-affirm the Presbyterian Church (U.S.A.)’s historic commitment to joining Christ’s mission in local and global communities;
2. Encourage congregations to join intentionally in God’s mission to transform our world and address root causes of societal injustices by following Christ’s example of service through faith, hope, love and witness;
3. Launch a church-wide initiative that will inspire, equip and connect Presbyterians to continue to go beyond the walls of their congregations and increase their engagement in service to their communities and the world;
4. Direct the Presbyterian Mission Agency to develop tangible metrics to determine success and impact and report back to the 222nd General Assembly, sharing progress made and identifying strategies for deeper engagement in 2016-18.

Background:

The Presbyterian Church (U.S.A.) has a historical commitment to joining Christ’s mission in local and global communities and many have discussed and written about the concept of the missional church in recent years; The Presbyterian Mission Agency in its 2013-2016 Mission Work Plan has made engaging young adults through mission and volunteer service a priority and believes shaping multigenerational faith-based relationships dedicated to service in local communities and the world will *help the church better follow Christ’s mission*.

For nearly 200 years, the Presbyterian Church has served as one of the greatest forces for mission in the world. The church is called to minister to the immediate needs and hurts of people. The Book of Order states: In the life of the congregation, individual believers are equipped for the ministry of witness to the love and grace of God in and for the world. The congregation reaches out to people, communities, and the world to share the good news of Jesus Christ, together for worship to offer care and nurture to God’s children, to speak for social justice and righteousness, and to bear witness to the truth and to the reign of God that is coming into the world.

Presbyterians have sought to be a mission-centered church from their inception and have a strong, unwavering belief that there is no other way truly to be the Church. Many have discussed and written

about the concept of the missional church in recent years. One Presbyterian scholar, Darrell Guder, has written on this vital topic for the church today. In his book, *Missional Church: A Vision for the Sending of the Church in North America*, Guder and his colleagues provide key insights into the recent missional church movement.

Guder and his colleagues discuss three themes that are important to this proposal: the shift the church must make, the purpose of the church, and the role of denominational structures. Guder argues that to be missional the church must “move from church with mission to missional church.”¹ Most churches articulate a commitment to mission and have a mission program. If they are large enough, they likely will have a specific pastor devoted to mission. Many churches support several overseas missionaries and are probably contributing money and service to a local mission, homeless shelter, or food bank. In this construct, mission is seen as one of the many activities and programs of the church. The purpose of the local church is not to be what Guder calls “vendors of religious services and goods,”² with mission merely being one of a myriad of programs. Rather, doing mission is central to what it means to be the church. This is the shift that the church must make.

The second major theme in Guder’s work challenges the very definition of what it means to be the church. Guder argues that it is “a new understanding of the church as *a body of people sent on a mission*.”³ The church is thus not only a body that gathers for a worship service. The church is also a group of people organizing together so they can serve the community around them most effectively. The purpose of gathering is to be sent. Guder states, “The public worship of the mission community always leads to the pivotal act of sending. The community that is called together is the community that is sent. Every occasion of public worship is a sending event.”⁴ To be a missional church, worship is driven more by what must happen after the service.

What it truly means to be the church, according to Guder, is “the people of God who are called and sent to re-present the reign of God. This vocation is rooted in the good news, the gospel: in Jesus Christ the reign of God is at hand and is now breaking in.”⁵ For Guder, the focus of the staff and the commitment of the resources are directed toward helping people to re-present Christ to their neighbors in their everyday lives. They do this through normal, day-to-day interactions with friends, family members and colleagues. The activities of the church should model these forms of everyday interactions. Guder writes: “The ecclesial practices are never esoteric or supernatural but involve ordinary human behavior: joining and sharing, eating and drinking, listening and caring, testing and deciding, welcoming and befriending.”⁶ To do this effectively, the church must know its neighbors and understand what things they care about, so as to cultivate authentic, genuine friendships.

This initiative seeks to inspire Presbyterian congregations to reach out to their communities through acts of service that lead to connectivity with local communities and demonstrates the love of Christ to their neighbors such as:

¹ Darrell L. Guder, “Missional Church: From Sending to Being Sent,” in *Missional Church: A Vision for the Sending of the Church in North America*, ed. Darrell L. Guder (Grand Rapids: Wm. B. Eerdmans Publishing Co., 1998), 6.

² George R. Hunsberger, “Missional Vocation: Called and Sent to Represent the Reign of God,” in *Missional Church*, 108.

³ *Ibid.*, 81.

⁴ Guder, “Missional Structures: The Particular Community,” in *Missional Church*, 243.

⁵ Guder, “Missional Church,” in *Missional Church*, 15.

⁶ Inagrace T. Dietterich, “Missional Community: Cultivating Communities of the Holy Spirit,” in *Missional Church*, 181.

PRESBYTERIAN MISSION AGENCY BOARD

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Deputy Executive Director for Mission/Young Adult Catalyst Ministry

Item H.105

Appendix 6

- Every congregation would determine a number of volunteers and volunteer hours they would commit to their community and fulfill that commitment for the year;
- Adopt a community in need of refurbishing in the U.S.;
- Actively engage youth and young adults in volunteer opportunities;
- Support young adults and others called to serve in God's mission in the U.S. and abroad;
- "Re-presenting" Christ in their everyday lives through normal, day-to-day interactions with friends, family members and colleagues.
- Support the Living Missionally initiative in prayer
- Actively engaging at least 1,000 PC(USA) congregations each year (2014 – 2016) to focus on becoming "Missional Churches" through acts of service in communities around the world

Financial Implications Cover Sheet for Reports to the General Assembly

Name of Agency Submitting Report: Mission Program: Young Adult Catalyst Date: 1/8/14

Contact Person: Rob Fohr Telephone#: 502-569-5035

This RGA Cover sheet must be submitted with each Report to the General Assembly. Even if the report does not contain financial implications, the cover sheet must be attached stating that there are no financial implications. Any report received without the financial implications sheet will be returned. **If you have any questions about the form, please contact the Financial Implications Team: Chris Nicholas at 502-569-5411 for per capita, and Andrea McNicol at 502-569-5555 or Denise Hampton at 502-569-5575 for mission budget related financial implications.**

Name of Report: **“Living Missionally”: a proposal to the General Assembly for Presbyterian collective impact in service**

1. Does this report include recommendations that have financial implications? YES or NO

2. If YES: (Attach extra sheets, if necessary)
 - a. Identify the area of the reports which have financial implications.
 - b. Define the components of the financial implications (basis for computation only). (For new committees/Taskforces- please limit as far as possible to 2 face to face mtgs, plus 2 virtual mtgs & conference calls – from GA to next GA)
 - c. Identify the proposed source of funding, and the year it will impact (2014/ 2015/2016):
 - (1) Per Capita: OGA____ PMA ____
 - (2) PMA:
 - (a) Unrestricted or Restricted (Circle one)_____
 - (b) Restricted Source_____

3. If there are financial implications, are these being absorbed in the current year budget? YES or NO
If YES, what is the source of funding:_____

4. Have these financial implications received approval from the following sources?

____OGA/PMA (Circle one)

____PMA Ministry Area: (Communications and Funds Development; Compassion, Peace, Justice ; Evangelism & Church Growth; Racial Ethnic & Women’s Ministries; Shared Services; Theology, Worship and Education; World Mission,) (Circle one)

____Other Entities (BOP, Foundation, PILP, PPC) (Circle one)

____Advisory Committees (ACSWP, ACEIR, ACWC, Other - _____)

5. If the action proposed in report involves another Ministry Area to do something, has this been discussed with the areas concerned? YES/NO. (If Yes, give names)

**ITEM H.106
FOR ACTION**

<i>FOR PRESBYTERIAN MISSION AGENCY EXECUTIVE DIRECTOR'S OFFICE USE ONLY</i>			
A. Finance		E. Corporate Property, Legal, Finance	J. Board Nominating & Governance Subcommittee
B. Justice		F. PC(USA), A Corporation	P. Plenary
C. Leadership		G. Audit	
D. Worshiping Communities	X	H. Executive Committee	

Subject: Special Offerings

Recommendation:

- I. The Special Offerings Advisory Task Force recommends that the Executive Committee propose for approval by the Presbyterian Mission Agency Board, the following recommendations:**

That the Presbyterian Mission Agency continue developing innovative strategies for promoting the Special Offerings throughout the church, with an investment focus on the initiation of relationship-based strategies to aid in long-term, organic growth of the offerings, in order to meet the churchwide goal of \$20 million by 2020, including the following:

- a. The development of a robust ambassador program aimed at the recruitment, training, and support of at least one Special Offerings advocate in each presbytery. Innovative recruitment and training programs should include incentivized opportunities to experience the impact of Special Offerings and covenant relationships outlining specific roles of ambassadors.**
- b. The creation of a similar ambassador program for seminarians, structured with tuition/debt assistance and/or mission experiences consisting of covenanting to undertake specific promotional activities on behalf of the offerings.**
- c. The creation of an annual volunteer leadership team, with broad representation for each offering that includes members of advisory groups and committees as well as presbytery ambassadors, in order to promote and interpret each offering throughout the church. Special Offerings staff will create specific objectives and provide fundraising training.**

- II. The Special Offerings Advisory Task Force recommends that the Executive Committee propose for approval by the Presbyterian Mission Agency Board the attached report with recommendations to the 221st General Assembly (2014).**

Final Responses to referrals

1. *Alternate Resolution to 2012 Referral: Item 10-14. Special Offerings. Recommendation 4. The 220th General Assembly (2012) Recommends That the Existing Special Offerings Task Force Report to the 221st General Assembly (2014) on the Effect of New Fundraising Techniques, to Work Collaboratively with Funding Recipients, Update Progress on the \$20 million by 2020 Goal, and Recommend Additional Strategies—From the 220th General Assembly (2012) (Minutes, 2012, Part I, pp. 61, 76, 830–31 of the CD; p. 229 of the printed copy).*

Response: This referral is answered by Item XX-XX, the Report of the Special Offerings Advisory Task Force.

Item

Report of the Special Offerings Advisory Task Force

The Presbyterian Mission Agency Board recommends that the 221st General Assembly (2014):

1. **Continue its commitment to the churchwide goal of \$20 million by 2020, by affirming:**
 - a) **The implementation and use of new, creative, and innovative fundraising strategies to reach our \$20 million by 2020 goal, including the new Presbyterian Giving Catalog**
 - b) **The work of the Presbyterian Mission Agency in fostering missional collaboration among and within program areas and advisory committees, particularly the ministries supported by One Great Hour of Sharing**
 - c) **The Presbyterian Mission Agency’s work in conducting a program evaluation process that measures critical success factors and assesses whether programs supported by the offerings are accountable for achieving goals and intended outcomes.**
 - d) **The work done by the Presbyterian Mission Agency to clarify the role of One Great Hour of Sharing ministry advisory committees.**
 - e) **The great potential of the Special Offerings as a way of expressing our collective witness to the love of Jesus Christ. We celebrate the history and connectedness of Special Offerings and recognize that the offerings represent God’s call to be present to the world as a connectional church in the name of Christ with the power of the Holy Spirit.**
2. **Encourage every congregation to increase its participation in Special Offerings by receiving one additional offering and increasing Special Offerings giving by 10% in each year, as part of our shared commitment to achieving the churchwide goal of \$20 million by 2020.**
3. **Enact or maintain the following structural arrangements with respect to each of the offerings:**
 - a) **One Great Hour of Sharing: Affirm the current purpose and distribution of the offering. Additionally, we encourage new and continuing collaboration between recipient ministries.**
 - b) **Peacemaking Offering**
 1. **Direct the transition to a Peace and Global Witness Offering during the season leading up to World Communion Sunday. The Peace and Global Witness Offering will be**
 - a. **promoted to the entire Church, beginning with the 2014 offering, and**
 - b. **distributed for peace and global witness ministries as follows: 50% to the Presbyterian Mission Agency, 25% to presbyteries and 25% to congregations.**

2. **Direct the Presbyterian Mission Agency to designate gifts from established Peacemaking Offering donors for current peacemaking efforts through 2016 and designate gifts from new donors to collaborative efforts in the area of peace and global witness. Beyond 2016, the Offering will be devoted to ministries of peace and global witness.**
- c) **Pentecost Offering**
 1. **Affirm the current purpose and distribution (60% for the Presbyterian Mission Agency and 40% for congregations) of the offering.,**
 2. **Encourage congregations to empower youth and young adults to lead the promotion of this offering on Pentecost Sunday and the season following, with a goal of increasing support for ministries with children, youth, and young adults throughout the church.**
- d) **Christmas Joy Offering**
 1. **Affirm the current purpose and distribution (50% for the Assistance Program of the Board of Pensions and 50% for Presbyterian Mission Agency ministries in racial-ethnic education) of the offering.**
 2. **Recommend that an Advisory Committee on the Allocation of Racial-Ethnic Leadership Funds from the Christmas Joy Offering be established by the Presbyterian Mission Agency Board, reporting back to the PMAB by the end of 2015, to examine the implications of how the church can best**
 - a. **be true to its commitment to the Historically Presbyterian Racial-Ethnic Institutions with whom it has covenanted**
 - b. **ensure adequate provisions for an effective program of racial-ethnic leadership development for the future racial-ethnic leadership needs of the church.**
 3. **Until the task force responds, direct the Presbyterian Mission Agency to**
 - a. **continue its relationships with already recognized and qualified historically racial-ethnic Presbyterian schools and colleges and distribute funds at no more than the current percentage levels, and**
 - b. **allocate funds formerly committed to now ineligible institutions to other Presbyterian Mission Agency racial-ethnic leadership development opportunities.**
4. **Recommend that the next Special Offerings Review Task Force**
 - a. **review progress toward attaining the \$20 million by 2020 goal;**
 - b. **align offering recipients with the strategic objectives of the Presbyterian Mission Agency;**
 - c. **examine the timing and programmatic emphases within each offering based on theological soundness, the liturgical calendar, and fundraising strategy; and**
 - d. **evaluate progress on the aforementioned recommendations.**

Rationale

This is a direct response to a referral from the 220th General Assembly (2012): *Alternate Resolution to 2012 Referral: Item 10-14. Special Offerings. Recommendation 4. The 220th General Assembly (2012) Recommends That the Existing Special Offerings Task Force Report to the 221st General Assembly (2014) on the Effect of New Fundraising Techniques, to Work Collaboratively with Funding Recipients, Update Progress on the \$20 million by*

2020 Goal, and Recommend Additional Strategies—From the 220th General Assembly (2012) (Minutes, 2012, Part I, pp. 61, 76, 830–31 of the CD; p. 229 of the printed copy).

Item 1. Since reunion, Special Offerings have raised over half a billion dollars for the Presbyterian Church (U.S.A.)’s collective witness to Jesus Christ around the globe. The ministries supported by gifts to Special Offerings are some of the most beloved ministries of our denomination. Despite the success of the offerings, and their place of significance in our denomination, gifts to Special Offerings have declined drastically in the last decade. The Special Offerings Advisory Task Force applauds the work being done by the Presbyterian Mission Agency to slow and stop this decline. With the continuance of their work, we believe the goal of \$20 million in annual gifts to Special Offerings by 2020 remains very attainable. The innovative new fundraising strategies (including the Presbyterian Giving Catalog), the sense of collaboration among ministries supported by One Great Hour of Sharing, and the development of a comprehensive program evaluation process are just some of the ways the Presbyterian Mission Agency is fostering a climate for Special Offerings growth.

Item 2. As we strive to reach our goal of \$20 million in annual gifts to Special Offerings by 2020, the Special Offerings Advisory Task Force believes it is important to challenge every congregation to be part of the vision. If each PC(USA) congregation committed to taking one additional offering or increasing current gifts by just 10%, we would attain the goal of \$20 million in annual receipts as early as 2017—greatly magnifying the impact of our ministries around the globe.

Item 3a. The Special Offerings Advisory Task Force, impressed with the culture of collaboration among One Great Hour of Sharing ministries, including new collaborative projects in response to the typhoon in the Philippines, recommends no changes to the purposes supported or the distributions of the One Great Hour of Sharing Offering at this time.

Item 3b. The Peacemaking Offering, as currently structured, has played an important role in fostering cultures of peace around the world. While the offering has maintained a very loyal support network, participation in the offering has remained stagnant over much of the last two decades, with about 20% of PC(USA) congregations contributing around \$2 million annually. Inspired by conversations with leadership and staff in both the Peacemaking Program and World Mission ministry area, we believe an offering focused on collaborative efforts of peacemaking and global witness, especially in reconciliation in cultures of violence, more accurately reflects the needs of the denomination—and the world—at this time. Restructuring the offering as the Peace and Global Witness Offering will allow greater collaboration at the cross-section of justice and evangelism and empower congregations and mid-councils to use their portions of the offering in ways consistent with the current trends for mission engagement at those levels. The Special Offerings Advisory Task Force further believes structuring the offering in this way has the potential to double (or more) the total proceeds of the offering within the next five years: in confidence that the greater missional impact fostered by the change would stir renewed interest in the offering, and congregations not yet participating in the offering would be inspired to reconsider. Research done by the former SOATF supports this change. Finally, we believe current peacemaking efforts will always be able to be funded within this new structure and recommend current efforts in peacemaking be funded at current levels (if offering receipts allow) for at least the next three years. As is true with all offerings, any specific designations and restrictions will be honored.

Item 3c. The Special Offerings Advisory Task Force encourages the Pentecost Offering to be taken on Pentecost Sunday and during the season after Pentecost, celebrating the many ministries with children, youth, and young adults that happen during this season, such as vacation Bible school, youth mission trips, Presbyterian Youth Triennium, and summer camps.

PRESBYTERIAN MISSION AGENCY BOARD

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Funds Development

Item H.106

Appendix 7

Item 3d. We affirm the current purposes and distributions of the Christmas Joy Offering: half to racial-ethnic education and half to the Assistance Program of the Board of Pensions. We believe clarifications are needed in the current interpretation of the portion designated for racial-ethnic education. Recognizing that a changing world demands a new look at best practices for spending these mission dollars. Many of the schools that have historically received benefits from the offering are no longer in operation, no longer accredited, or no longer focus on the development of future leaders of the Presbyterian Church (U.S.A.) as one of their core mission objectives. Therefore, we believe the allocation of these dollars fund new efforts at creating leaders for the church. As an example, most of the 1,001 new worshipping communities being developed have some sort of racial-ethnic makeup, making education for church leaders in that context a critical mission need of the Presbyterian Mission Agency. We believe schools that are fully qualified and accredited and currently receiving CJO funds should continue to receive offering funds at percentage levels equal to their current funding. As new dollars become available through increased offering receipts or attrition of existing schools, they should be spent on racial-ethnic leadership development efforts that are congruent with the critical needs of developing racial-ethnic leadership within and for our church.

Item 4. The Special Offerings Advisory Task Force, through its research and work over the past two years, recommends that the next iteration of the Special Offerings Task Force review these issues in an effort to ensure that Special Offerings remain a vehicle capable of funding the critical missional needs of the church and that effective progress is being made toward our \$20 million by 2020 goal.

Financial Implications Cover Sheet for Reports to the General Assembly

Name of Agency Submitting Report: **Presbyterian Mission Agency Program: Funds Development**
Date: **January 9, 2014**

Contact Person: **Sam Locke**
Telephone#: 502-569-5414

This RGA cover sheet must be submitted with each Report to the General Assembly. Even if the report does not contain financial implications, the cover sheet must be attached stating that there are no financial implications. Any report received without the financial implications sheet will be returned. **If you have any questions about the form, please contact the Financial Implications Team: Chris Nicholas at 502-569-5411 for per capita, and Andrea McNicol at 502-569-5555 or Denise Hampton at 502-569-5575 for mission budget related financial implications.**

Name of Report: Report of the Special Offerings Advisory Task Force

1. Does this report include recommendations that have financial implications? YES
2. If YES: (Attach extra sheets, if necessary)
 - a. Identify the area of the reports which have financial implications.

Reccomendation D-2, the creation of a task force to determine allocations for Christmas Joy Offering receipts designated to racial/ethnic education.
 - b. Define the components of the financial implications (basis for computation only).
(For new committees/taskforces- please limit as far as possible to two face to face meetings, plus two virtual meetings & conference calls – from GA to next GA)

2 Face-to-face meetings plus conference calls
 - c. Identify the proposed source of funding, and the year it will impact (2014/ 2015/2016):
 - (1) Per Capita: OGA____ Presbyterian Mission Agency X____
 - (2) Presbyterian Mission Agency:
 - (a) Unrestricted or **Restricted** (Circle one)
 - (b) Restricted Source _____ Christmas Joy Offering Receipts
3. If there are financial implications, are these being absorbed in the current year budget? NO

If YES, what is the source of funding: _____
4. Have these financial implications received approval from the following sources?

_____ OGA/Presbyterian Mission Agency (Circle one)

PRESBYTERIAN MISSION AGENCY BOARD

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Funds Development

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Appendix 7

_____ Presbyterian Mission Agency Program: (Theology, Worship & Education, Evangelism & Church Growth, Compassion, Peace & Justice, World Mission, Racial Ethnic & Women's Ministry/PW, **Communications & Funds Development**) (Circle one)

_____ Other Entities (BOP, Foundation, PILP, PPC, CFD, SS) (Circle one)

_____ Advisory/Advocacy Committees (ACSWP, ACEIR, ACREC, ACWC, Other _____)

5. If the action proposed in report involves another ministry area to do something, has this been discussed with the areas concerned? YES

ITEM J.001
FOR ACTION

<i>FOR PRESBYTERIAN MISSION AGENCY EXECUTIVE DIRECTOR'S OFFICE USE ONLY</i>			
A. Finance	E. Corporate Property, Legal, Finance	X	J. Board Nominating & Governance Subcommittee
B. Justice	F. PC(USA), A Corporation		P. Plenary
C. Leadership	G. Audit		
D. Worshiping Communities	H. Executive Committee		

Subject: Report of the Board Nominating and Governance Subcommittee

Recommendation:

A. PRESBYTERIAN MISSION AGENCY BOARD LEADERSHIP ELECTIONS:

The Board Nominating and Governance Subcommittee recommends that the Presbyterian Mission Agency Board ELECT (response forms are attached):

- 1. Marilyn Gamm to the position of Chair of the Presbyterian Mission Agency Board for the term 2014-2016, and**
- 2. Josephene Stewart to the position of Vice Chair of the Presbyterian Mission Agency Board for the term 2014-2016.**

Background:

The Board Nominating and Governance Subcommittee followed the Leadership Election Process outlined in the *Presbyterian Mission Agency Manual of Operations*. The nominees for chair and vice chair were selected by the Board Nominating and Governance Subcommittee during its conference call on January 10, 2014. Notification of their selection was sent to all Board members on January 13, 2014 along with the nominees' brief resumes and answers to the leadership questions. The two-year term begins with the adjournment of the 221st General Assembly (2014) and ends with the adjournment of the 222nd General Assembly (2016).

B. OTHER NOMINATIONS:

That the Presbyterian Mission Agency Board:

- 1. ELECT James R. Ephraim, Jr. to a four-year term on the Advocacy Committee for Racial Ethnic Concerns (ACREC), Class of 2018.**

Background:

The *Presbyterian Mission Agency Manual of Operations* provides that the Board Nominating and Governance Subcommittee nominate one Board voting member for election by the Presbyterian Mission Agency Board to a four-year non-renewable term on the Advocacy Committee for Racial Ethnic Concerns.

James Ephraim, Jr. will replace Clay Antioquia.

2. **ELECT Marianne Rhebergen for a four-year term to the Committee on Theological Education (COTE), Class of 2018.**

Background:

The *Presbyterian Mission Agency Manual of Operations* provides that the Board Nominating and Governance Subcommittee nominate two Board voting members, with election by the Presbyterian Mission Agency Board, to four-year non-renewable terms on the Committee on Theological Education.

Marianne Rhebergen will replace Glen Snider. The other Board member serving on COTE is Nancy Ramsay.

3. **APPOINT Wendy Tajima to the General Assembly Committee on Ecumenical and Interfaith Relations (GACEIR), Class of 2018:**

Background:

The *Presbyterian Mission Agency Manual of Operations* provides that the Board Nominating Committee and Governance Subcommittee nominate one Board voting member for appointment by the Presbyterian Mission Agency Board to a four-year non-renewable term on the General Assembly Committee on Ecumenical and Interfaith Relations.

4. **NOMINATE and forward to the 221st General Assembly (2014) for election, Arthur Canada to the Stated Clerk Review/Nomination Committee.**

Background:

The Standing Rules of the General Assembly (H.2.b.3.a.) provides for the nomination of one member of the Presbyterian Mission Agency Board to be nominated to the Stated Clerk Nomination Committee.

5. **ELECT and FORWARD for confirmation by the 221st General Assembly (2014), David Shinn to the Presbyterian Church (U.S.A.) Investment and Loan Program, Inc. Board of Directors, Class of 2018.**

Background:

The Deliverance of the Presbyterian Church (U.S.A.) Investment and Loan Program, Inc. assigns to the Presbyterian Mission Agency Board responsibility for election of directors to the Investment and Loan Program's Board of Directors, subject to the confirmation by the General Assembly. Directors are nominated by various agencies, i.e., the Presbyterian Mission Agency Board Nominating and Governance Subcommittee, the Presbyterian Church (U.S.A.) Foundation, and by the Presbyterian Investment and Loan Program, Inc.

Marilyn S. Gamm



Marilyn is the Teaching Elder, Interim Associate Pastor, at Crossroads Presbyterian Church in Mequon, WI, Milwaukee Presbytery, Synod of Lakes and Prairies. Marilyn graduated with a Bachelor of Fine Arts (BFA) Degree in Radio and TV and received her MDiv. from the Louisville Presbyterian Theological Seminary in Louisville, Kentucky. Marilyn's professional and volunteer experience includes serving on the board of directors of the Interfaith Hospitality Network in Madison, Director of News and Operations for KJFM Radio/Foxfire Communications in Louisiana, MO and Assignment Editor and Reporter for KPLR-TV in St. Louis.

Class of 2016

Summary of Board Experience:

Marilyn serves/has served the Presbyterian Mission Agency Board as a member of:

- Worshiping Communities Committee, vice-chair
- Mission Development Resources Committee (MDRC), New Church Team

Responses to Leadership Questions:

1. What do you see as the key issues facing the Presbyterian Mission Agency and the church in the next 12-24 months?

The key issues I see facing the Presbyterian Mission Agency and the church in the next 12-24 months are the likely passage of some kind of marriage equality overture and the impact that may have on PC(USA) churches, membership, and per capita income; the hoped-for continued success of the 1,001 New Worshiping Communities initiative and the growth in Holy Spirit energy flowing through the whole church those are bringing; the likely reorganization/merging or elimination of Synods; and possibly a short-term impact from implementing the Affordable Care Act upon the Board of Pensions, congregations, and Teaching Elders.

2. How would you as Chair or Vice Chair respond to these issues?

With regards to marriage equality, I would respond as pastorally as I could, publicly supporting whatever the denominational decision is at the time while respectfully listening to those who disagree.

With regards to the 1,001 New Worshiping Communities initiative, I would respond by continuing to be one of the most ardent cheerleaders and supporters of this movement within our church in whatever ways I am offered or can identify an opportunity to do so. To date, I have resourced the formation of two new worshiping communities, and have been pleased to participate in the awarding of seed and investment grants to others, as well as to new church developments.

With regards to the reorganization/merging or elimination of Synods, I would respond as pastorally as I could, publicly supporting whatever the denominational decision is at the time while respectfully listening to those who disagree.

With regards to the impact of the Affordable Care Act, I would encourage patience as glitches are worked out and tweaks are made toward its implementation.

3. Please describe the gifts, abilities, and skills you possess that would equip you for leadership on the Presbyterian Mission Agency Board.

Throughout my life persons have credited me with leadership gifts, abilities and skills which I have sought to use in both my work and volunteer lives, and particularly the past 20-plus years in my calling to ministry as a Teaching Elder. When the “buck” needs to stop somewhere, I am comfortable with it stopping on my desk. I enjoy leadership opportunities such as moderating Session, Presbytery and Presbytery Committee meetings. People have affirmed me over and over as being compassionate, particularly in pastoral situations; as being both compassionate and firm in mediation situations; and an effective teacher of persons from diverse theological, cultural, and socio-economic backgrounds and convictions.

4. Give examples of experiences you have had in providing leadership to a complex organization.

I am currently serving as the Vice Chair of the Presbyterian Mission Agency’s Worshiping Communities Committee, and serving as the Board liaison to the Mission Development Resources Committee, serving on its New Church Teach and previously having served on its Church Loan Team.

I am currently serving as the Interim Associate Pastor with significant responsibilities in the areas of pastoral care, mission and outreach, adult education, and preaching for Crossroads Presbyterian Church in Mequon, WI, a large, corporate, program church that is recovering from a difficult split.

I recently served as the Moderator of the John Knox Presbytery’s Committee on Ministry, and served on its mediation team.

I have served as the Chair of the John Knox Presbytery’s Committee of Counsel.

I have served as a former Interfaith Hospitality Network Board of Directors member.

I have served as the Moderator of the Presbytery of Northern Kansas, where I also served on the Committee on Ministry and its mediation team.

I have been employed as the News and Operations Director for Foxfire Communications, Inc., Louisiana, MO, and was the only employee who remained on staff when the owners had to file for chapter 11 bankruptcy, helping them work through their plan leading them back to financial stability.

I have served as the President of the Pike County, MO Sheltered Workshop Board of Directors.

I have served as the President of the Raintree Theatre Guild, Clarksville, MO Board of Directors.

Josephene D. Stewart



Class of 2016

Jo lives in Charlotte, North Carolina. She is a member of Myers Park Presbyterian Church in Charlotte, North Carolina, Presbytery of Charlotte, Synod of the Mid-Atlantic.

Prior to her retirement, Jo was a Principal and Senior Consultant for Towers Perrin (now Towers Watson). She has an undergraduate degree in Education and an MBA. Jo's professional experience included leading and managing client work teams and client relationships. Her volunteer leadership experience includes co-chairing the Global Relations Team at Myers Park Presbyterian Church and serving on the Board of IMCK a hospital in the Democratic Republic of Congo.

Summary of Board Experience:

Jo serves/has served the Presbyterian Mission Agency Board as a member of:

- Finance Committee (vice-chair)
- Personnel Subcommittee
- Presbyterian Investment and Loan Program (PILP)

Responses to Leadership Questions:

1. What do you see as the key issues facing the Presbyterian Mission Agency and the church in the next 12-24 months?

There is so much I don't know – my perspective is influenced by where I live (Charlotte), where I go to Church (Myers Park), what I am involved in (Session, Global Missions) and other things personal to me. I do read and listen to what others are saying to hopefully broaden my perspective, but I know it is still limited. So, my answer to this question will likely also be limited.

I am attending a 34-week Bible study class - about half way through now. We had a discussion this week about the emphasis on rules and laws during the exile and post-exile periods – the people of Israel were trying to keep their identity (and separateness) in the midst of strangers. But, even with the emphasis on rules that were black and white (and judgmental), we see stories of grace and hospitality to strangers – Ruth and Jonah were authored at this time. It's a balancing act – judgment and grace. This balancing act happens over and over again. In the Church, we are once again trying to find that balance between judgment and grace. Between what has been and what will be.

Living in this tension between the old and new is a key issue for the Church today and for the Presbyterian Mission Agency. How we talk about the transition is also a key issue – can we talk about change in a way that avoids angry words. Can we listen to opposing views with open hearts? Can we arrive at decisions that allow everyone to stay at the table?

There are of course lots of issues to be addressed during the transition, including:

- How can the Presbyterian Mission Agency stay relevant - with declining revenues, where should we focus? What should we start doing? What should we stop doing?
- How can the Presbyterian Mission Agency build (or rebuild) better connections with local congregations? How do we get Churches to see the Mission Agency as a resource and partner?
- How does the Presbyterian Mission Agency work with mid-level councils in this changing world? As the Mission Agency changes and mid-councils change.
- How do we approach fund development in a way that ensures equitable funding distribution – especially as designated funds become more prevalent? How can we take advantage of changing giving patterns?
- How can the Presbyterian Mission Agency Board increase its effectiveness -working together and with staff? How can the Board be both deliberative and prompt in its decision-making?

2. How would you as Chair or Vice Chair respond to these issues?

Through faithful response to the Board Covenant – I would hope to help create an environment that promotes respect, civil dialogue, effective decision-making and openness to change. While process and measurement are only tools, I hope we can become better at using both to help deal with questions about what we should continue doing, start doing or stop doing. I hope we can listen more to local Congregations and provide a way for them to provide feedback to us. I hope we can better understand why revenue is down and what steps we can take to reverse that trend – is it program-related (the programs are not valued or understood) or related to changing patterns of giving or something else?

3. Please describe the gifts, abilities and skills you possess that would equip you for leadership on the Presbyterian Mission Agency Board.

Not an easy question to answer – I spent many years as a Consultant managing teams and client relationships. I think (at least most of the time) that I can see the big picture – what are we trying to accomplish or in my work what the client wanted to accomplish, and can then help figure out a path for getting there. I once had a client tell me that they wanted me on their team because “I knew how to get things done.” I hope this is still true. But, as a consultant you also have to be able to work with lots of different personalities, shifting priorities and bad news – sometimes the goal is just not possible. I know that I don’t have all the answers and that it’s better to be part of a team - collectively we’re better.

4. Give examples of experiences you have had in providing leadership to a complex organization.

As noted above, before retiring, I was a Principal and Senior Consultant for a global risk management and human capital consulting firm. I managed large client relationships with overall responsibility for work across multiple lines of business. In addition, I served on client teams as a technical resource for my area of expertise – health care, with responsibility for strategy, design, pricing and administration. I managed (and participated on) teams spread across multiple geographic locations.

Consult Dana about appendices to this document

ITEM H.108
FOR ACTION

<i>FOR PRESBYTERIAN MISSION AGENCY EXECUTIVE DIRECTOR'S OFFICE USE ONLY</i>			
A. Finance		E. Corporate Property, Legal, Finance	J. Board Nominating & Governance Subcommittee
B. Justice		F. PC(USA), A Corporation	P. Plenary
C. Leadership		G. Audit	
D. Worshiping Communities	X	H. Executive Committee	

Subject: Report and Recommendations of the Personnel Subcommittee to the Executive Committee

Action Items:

- 1. Subject: Amendment to the Flexible Spending Account Plan (“Cafeteria Plan”)**

Recommendation:

The Personnel Subcommittee recommends that the Executive Committee approve the amendment to the Presbyterian Church (U.S.A.), A Corporation Cafeteria Plan and the Presbyterian Church (U.S.A.), A Corporation Cafeteria Plan Summary Plan Description attached as Exhibit A and authorize the officers of the Employer to take any and all actions necessary to implement this Amendment.

Rationale:

The Board of Pensions adopted a policy that extended benefits to same-gender domestic partners of Benefit Plan members. At its August 7-8, 2013 meeting, the Executive Committee authorized the staff to work with non-Board of Pensions benefit plan vendors to make spousal and dependent benefits available to same-gender domestic partners of employees of the Presbyterian Church (U.S.A.), A Corporation. Staff worked with our Cafeteria Plan vendor, and determined the Cafeteria Plan could and should be amended to implement this plan amendment. The maximum limit was revised from \$7,000 to \$2,500.

- 2. Subject: Proposed revisions to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action**

Recommendation:

The Personnel Subcommittee recommends that the Executive Committee propose for approval by the Presbyterian Mission Agency Board, and the 221st General Assembly (2014), revisions to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action as attached.

See Exhibit B

Background:

In 1983 the General Assembly and the Book of Order assigned the Presbyterian Mission Agency, formerly known as the General Assembly Council, with the responsibility for “instituting and coordinating a churchwide plan for equal employment opportunity for members of racial ethnic groups, for women, for various age groups, and for persons with disabilities.” A Churchwide Plan for Equal Employment Opportunity was developed in 1985, and Equal Employment Opportunity goals were established by the General Assembly Council for the church. In 1994 the document was revised to include Affirmative Action and was thus retitled, “The Churchwide Plan for Equal Employment Opportunity and Affirmative Action.”

For many years the General Assembly Council (now the Presbyterian Mission Agency) continued in a superintendent role as directed by the General Assembly with responsibility for overseeing the implementation of equal employment opportunity and affirmative action in each of the General Assembly agencies. In 1987 the Associate for Affirmative Action and Equal Employment Opportunity was employed by the General Assembly Council to coordinate the implementation of the denomination’s commitment to inclusiveness through equal employment opportunity. The associate was a liaison between the General Assembly Council and the General Assembly Committee on Representation and provided data for the General Assembly Committee on Representation to carry out its work. Over the course of time it became apparent that each General Assembly agency was in the best position to oversee their own affairs, and their own implementation of the church’s commitment to diversity and inclusiveness. In 2006 the Presbyterian Mission Agency brought a recommendation to the 217th General Assembly requesting that it no longer have superintendent responsibilities for overseeing the other agencies, and the General Assembly concurred.

The Presbyterian Mission Agency, however, still has responsibility for “approval and monitoring of the Churchwide Plan for Equal Employment Opportunity and Affirmative Action,” as outlined in the Organization for Mission. In accordance with this responsibility, the Presbyterian Mission Agency began reviewing the Plan as 2012 ended. The Plan has not been revised since 1994. Many of its original references date at least to 1985, if not to earlier documents from before reunion. For the Plan to be meaningful today, and for the agencies to be accountable, the Plan must be updated to fit today’s employment law, today’s understanding of General Assembly function and structure, and today’s Book of Order, without losing any of the historic commitments of the Presbyterian Church (U.S.A.).

In January 2013, Mission Agency staff entered into conversations with the Human Resources staff of the other five General Assembly agencies regarding the plan about the Churchwide Plan for Equal Employment Opportunity and Affirmative Action. The Human Resources representatives from the General Assembly agencies have worked together to update the Plan, ensuring that each agency has responsibility for implementing the Plan in their own agency. As a result of this effort, the six General Assembly agencies have proposed revisions to Section One, Section Two and the Glossary of the document.

The proposed changes to the document include the following:

- The General Assembly Council’s change in its name to Presbyterian Mission Agency (throughout the document)
- The new listing of protected categories of persons at the beginning of Section One (page 1)
- The change in language in sections on inclusiveness and diversity and unity in the previous editions of the Book of Order to the current language (pages 1 – 2)

- The reference to mid councils instead of presbyteries and synods and governing bodies (throughout the document)
- Clarification of the Presbyterian Mission Agency's role as it relates to the plan (pages 1 and 3)
- Description of the Committee on Representation's role (page 2)
- Clarification that the responsibility for administering and implementing the plan rests with each General Assembly agency (pages 3 - 4)
- Explanation of how General Assembly agencies work in consultation with Advocacy Committee for Racial Ethnic Concerns, the Advocacy Committee for Women's Concerns and the Advisory Committee on Social Witness Policy to determine if changes need to be made to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action (page 3)
- Responsibilities of the Committee of Representation as listed in the Organization for Mission (IV. C.5.b) (page 6)
- Revisions reflecting that each agency have responsibility for implementing its own plan for equal employment opportunity, affirmative action and supplier diversity (pages 6 - 9)

The Presbyterian Mission Agency provided extensive opportunities for the General Assembly Committee on Representation to participate in the review of this policy. Much of the feedback was very helpful and resulted in changes to the document that is being presented.

3. Subject: Proposed Amendment to the Presbyterian Mission Agency Board Covenant

Recommendation:

That the Executive Committee of the Presbyterian Mission Agency Board ("Board") approve and recommend to the Board the following revision to the Board's covenant (addition shown underlined):

"We, the Presbyterian Mission Agency Board called to this ministry as disciples of Jesus Christ, covenant together to:

- **Seek God's will, remaining open to fresh movement of the Holy Spirit, acting boldly and creatively for the sake of the Gospel of Jesus Christ in ministry and mission**
- **Relate to one another and to Presbyterian Mission Agency staff with honesty, trust, respect, openness and kindness, proclaiming God's graciousness by risking and daring transformation in our lives and work**
- **Be faithful stewards, seeking to make wise decisions in partnership with the greater church, doing our homework, listening to all points of view, working for consensus, and faithfully supporting the decisions we have made**
- **Worship and pray with joy and appreciation for God's guidance in doing this work."**

Rationale:

The Personnel Subcommittee recommends amendment of the covenant to recognize the importance of how Board members relate with the Presbyterian Mission Agency staff in performing the work we have all been called to do together.

Information Item:

1. Subject: PMA Compensation Program Revisions

The Presbyterian Mission Agency Board approved the Presbyterian Mission Agency Compensation Program (“Program”) at its meeting held September 12-14, 2012. By its terms, the Program provides that revisions are to be approved by the Personnel Committee [Subcommittee]. The Human Resources Office conducted an annual review of the implementation of the Program over the past year and brings these recommendations for approval of the Personnel Subcommittee and report to the Executive Committee. The Personnel Subcommittee approved the revisions to the “Presbyterian Mission Agency Compensation Program,” attached as Exhibit C.

2. Subject: Personnel Subcommittee Response to letter from ACSWP and ACWC

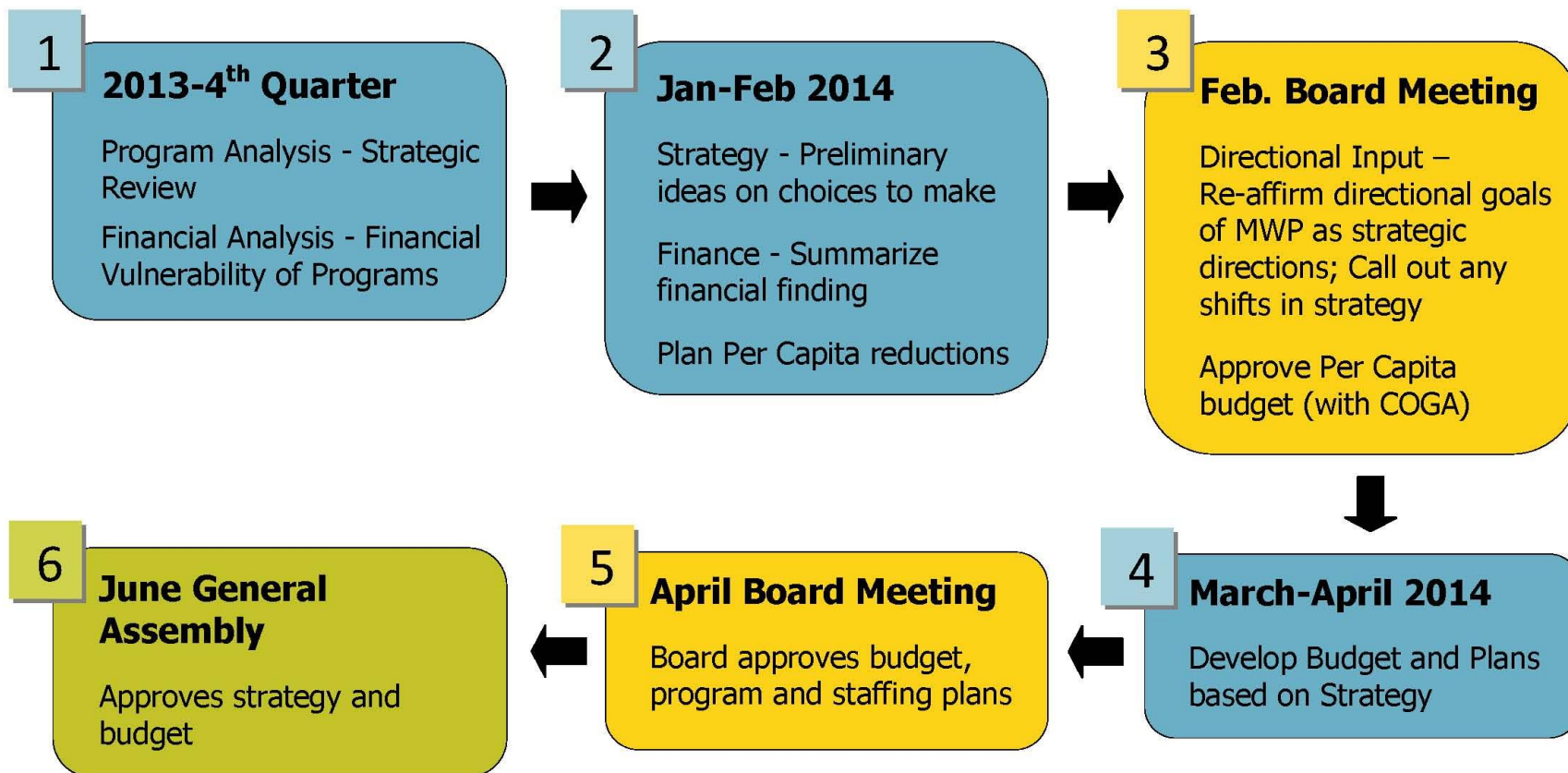
The Personnel Subcommittee responded to ACSWP’s and ACWC’s April and August 2013 letters regarding pay increases and vendor benefits.



2015-16 Strategy & Budget Process



PLANNING & BUDGET PROCESS 2015-16



Guiding Principles:

We will...

- prioritize ministries that clearly demonstrate high alignment, and high measurable impact.
- re-examine cost allocation to reflect actual and needed costs as accurately as possible, and include any adjustments in the 2015-16 budget.
- do full cost recovery from restricted funds supported ministries.
- examine designations on endowments to see where we can switch from lower priority to higher priority activities.
- examine actual vs. budget expenditures, and budget based on actual expenditures, not just prior year budget projections.

Now in Phase 2

- Finalized a calendar of events and deadlines that provided the needed coordination of gathering of financial data.
- Identified financially vulnerable programs.
- Established firm milestones to allow sufficient time for evaluation and financial data preparation for both mission areas and Finance & Accounting.

Going Forward

- **Mission areas are evaluating programs and ministries for impact and alignment.**



Four categories:

1. **Ministries that consistently demonstrate high alignment and high impact**, and are candidates to maintain or increase current levels of funding.
2. **Ministries that do not demonstrate high alignment or high impact**, and thus are candidates for decreased funding and/or wind-down/eliminate.
3. **Ministries that are primarily funded by restricted funds, and will have full cost allocation from these funds** - thus unless we receive more restricted funds, these ministries will likely have less for either staff, programs or grants.
4. **High priority ministries that demonstrate high alignment and high impact, but face significant financial cliffs**, and thus will begin new funds development efforts.

Assess priorities:

- Program Reviews
- Mission Work Plan
- Survey information
- Impact analysis
- Cost effectiveness
- Progress on directional goals

		2015	2016
Office of Public Witness	Total Budget	918,097	924,122
	Unrestricted Needs	908,097	914,122
United Nations Office	Total Budget	752,705	754,392
	Unrestricted Needs	742,705	744,392
Interfaith	Total Budget	149,156	155,122
	Unrestricted Needs	89,589	95,465
Young Adult in Service	Total Budget	2,190,280	2,955,745
	Unrestricted Needs	1,323,753	2,042,078
Company of New Pastors	Total Budget	366,154	380,801
	Unrestricted Needs	282,011	296,658
For Such A Time As This	Total Budget	240,247	249,517
	Unrestricted Needs	189,201	233,517
Racial Ethnic Leadership	Total Budget	681,626	703,091
	Unrestricted Needs	501,776	610,241
Racial Ethnic New Immigrant New Worshiping Communities	Total Budget	346,523	357,504
	Unrestricted Needs	263,873	276,854
	Total Unrestricted Need	4,301,005	5,213,327
	Expected Total Unrestricted	13,600,000	13,200,000

		2015	2016
1001	Total Budget	5,486,591	5,819,001
	Unrestricted Needs	1,183,062	656,327

Unrestricted Receipts Projections:

2014 \$14.1M

2015 \$13.6M

2016 \$13.2M

November 30, 2013

Financial Summary

- Receipts include \$4.2 million new giving (2.0 one donor, 1.4 bequests & annuities, 0.8 Red Cross)
- Saved 12% on expenses and used only \$1.9 million reserves
- Year-end 2013 projected funding gap
- April 23-25, 2014- Budgets for 2015 and 2016 will be a new format.



**World Mission Fund Raising
Income Statement
PRELIMINARY
December 31, 2013**

	2012 vs 2013				Month to Date Goal thru December 31, 2013				Year to date vs Year Goals			
	YTD December 31, 2012	YTD December 31, 2013	2012 vs 2011 Sending and Support	% of Difference	YTD Goal as of December 31, 2013	Actual as of December 31, 2013	Goal vs Actual Sending and Support	% of Goal	Goal/Budget	Actual as of December 31, 2013	Goal vs Actual Sending and Support	% of Goal
Revenue												
*Individuals	3,547,239	3,305,059	(242,180)	93%	4,080,000	3,305,059	(774,941)	81%	4,080,000	3,305,059	(774,941)	81%
**Churches	4,514,121	4,739,362	225,241	105%	4,200,000	4,739,362	539,362	113%	4,200,000	4,739,362	539,362	113%
Total Revenue	8,061,360	8,044,421	(16,939)	100%	8,280,000	8,044,421	(235,579)	97%	8,280,000	8,044,421	(235,579)	97%
Expenses												
Major Gifts	1,014,560	760,057	(254,503)	75%	864,333	760,057	(104,276)	88%	864,333	760,057	(104,276)	88%
Church Support	268,694	507,821	239,127	189%	582,146	507,821	(74,325)	87%	582,146	507,821	(74,325)	87%
Direct Response	392,419	399,057	6,638	102%	535,992	399,057	(136,935)	74%	535,992	399,057	(136,935)	74%
Total Direct Expenses	1,675,673	1,666,936	(8,737)	99%	1,982,471	1,666,936	(315,535)	84%	1,982,471	1,666,936	(315,535)	84%
Net Funds Available to WM	6,385,687	6,377,486	(8,201)	100%	6,297,529	6,377,486	79,957	101%	6,297,529	6,377,486	79,957	101%

*Individuals												
Direct Response	628,712	431,102	(197,610)	69%	544,601	431,102	(113,499)	79%	1,080,000	431,102	(648,898)	40%
Major Gifts	2,918,527	2,519,254	(399,273)	86%	1,789,553	2,519,254	729,701	141%	3,000,000	2,519,254	(480,746)	84%
Other Individual		354,703				354,703				354,703		
Total Individuals	3,547,239	3,305,059	(242,180)	93%	2,334,154	3,305,059	616,202	142%	4,080,000	3,305,059	(774,941)	81%

**Church Support												
DMS	3,159,781	3,329,572	169,791	105%	1,948,030	3,329,572	1,381,542	171%	3,150,000	3,329,572	179,572	106%
ECO (sending/support)	1,354,340	1,409,790	55,450	104%	636,968	1,409,790	772,822	221%	1,050,000	1,409,790	359,790	134%
Total Church Support	4,514,121	4,739,362	225,241	105%	2,584,998	4,739,362	2,154,364	183%	4,200,000	4,739,362	539,362	113%

¹In October 2013 we received a Major Gift from an Individuals of \$1M, this is included in our total, but was put in a holding account and doesn't appear on our reports from RE.

²In December 2013 we received a Major Gift from an Individuals of \$25,000, this is included in our total, but was put in a holding account and doesn't appear on our reports from RE.

February 3, 2014

Dear Matt,

We enter into this message in a spirit of reconciliation and good will, as Christ's servants and as staff of the Presbyterian Mission Agency, pledged to serve the church and the board well and faithfully, with God's help and to the best of our abilities.

We acknowledge that there have been considerable misunderstandings, hurt feelings and perceived criticism related to plans and proposals for Stony Point Conference Center. We express gratitude to the various individuals and groups that have worked on this over the past several years, including the Stony Point Task Force, the Transition Task Team, the Evaluation Committee, committees and members of the Presbyterian Mission Agency Board and staff at both Stony Point and in the Presbyterian Center, all of whom have devoted considerable time and effort, as well as prayer and concern, to their work.

We propose that as staff the four of us, together with our colleagues, will work together collaboratively to develop a proposal to bring to the April Mission Agency Board meeting that (i) affirms the mission of Stony Point, (ii) clarifies roles, responsibilities, reporting relationships and accountabilities of staff, the Presbyterian Mission Agency Board and its committees and the Stony Point Governing Board, and (iii) sets forth a plan for Stony Point that has the goal of attaining financial and operational sustainability of Stony Point within an agreed time (currently contemplated to be within 4 or 5 years). We pledge to devote time and attention to this and have already agreed to meet together, at a minimum, for three days in February to and for this purpose.

We also recognize the importance in reconciliation of having an opportunity for truth telling about hurt that has been caused and experienced by each party, an acknowledgement of responsibility by different parties for their responsibility in causing the conflict or inflicting harm, and transparency in the effort to rebuild trust. We will do that as we work together.

We realize that there is a lack of common understanding of some important facts and that addressing those are a critical first step towards developing a plan. We will seek to surface all such issues and to reach common agreement on facts.

If it is the will of the Board, further action on either the proposal of the TTT or of the Evaluation Committee could be suspended at present, to allow time for the

development of such a proposal for a way forward. The work of both of those committees will help to inform our work.

In Christ's service,

Linda Valentine
Roger Dermody

Rick Ufford Chase
Kitty Ufford Chase