

Approved: February 3, 2016

**Minutes of the Executive Committee of the
Presbyterian Mission Agency Board
Of the Presbyterian Church (U.S.A.)
The Brown Hotel
September 22-23, 2015
Louisville, Kentucky**

CALL TO ORDER

The 224th stated meeting of the Executive Committee of the Presbyterian Mission Agency Board (the Board) was called to order by chair, Marilyn Gamm. Gamm 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

Marsha Zell Anson – Member-at-large
James Ephraim, Jr. – Chair, Justice Committee
Marilyn Gamm – Chair, Presbyterian Mission Agency Board
Chad Herring – Chair, Finance Committee
Mihee Kim-Kort – Member-at-large
Melinda Sanders – Member-at-large
David Shinn – Chair, Worshiping Communities Committee
Josephene Stewart – Vice-chair, Presbyterian Mission Agency Board
Kevin Yoho – Chair, Leadership Committee

Leadership Cabinet

Terri Bate – Senior Director, Funds Development
Barry Creech – Temporary Co-Manager and Director for Policy, Administration and Board Support
Kathy Francis – Senior Director, Communications
Hunter Farrell – Director, World Mission
Chip Hardwick – Director, Theology, Formation, and Evangelism
Rhashell Hunter – Director, Racial, Ethnic and Women’s Ministries
Sara Lisherness – Director, Compassion, Peace, and Justice
Earline Williams – Temporary Co-Manager and Deputy Executive Director for Shared Services

Recorder

Susan Abraham –Staff, Office of the Executive Director

Others

Mary C. Baskin – Chair, Audit Committee
Gregg Brekke – Presbyterian News Service
Martha Clark – Staff, Office of Legal Services
Christine Darden – Advisory Committee on Social Witness Policy
April Davenport – Staff, Office of Legal Services
Rob Fohr – Staff, Office of the Executive Director
Ruth Gardner – Staff, Human Resources
Teresa Grant – Staff, Office of the Executive Director
Denise Hampton – Staff, Finance and Accounting

Denise Hayden – Staff, Office of the Executive Director
Chris Iosso – Staff, Advisory Committee on Social Witness Policy
Mike Kirk – Staff, Legal Services
Paula Kincaid – Presbyterian Layman
Mike Kruse – Special Offerings Task Force, Chair
Kathie Lyvers – Staff, Legal Services
Kathy Melvin – Staff, Communications
Danny Murphy – General Assembly Nominating Committee
Sara Otoum – Staff, Communications
Heath Rada – Moderator of the 221st General Assembly (2014)
Lisa Robbins – Staff, Human Resources
Noelle Royer – Presbyterian Mission Agency Board Member
Leslie Scanlon – Presbyterian Outlook
Valerie Small – Staff, Office of the General Assembly
Melody Smith – Staff, Communications

ACTION 1- EC -092215
ADOPTION OF AGENDA

Gamm reviewed and the Executive Committee **VOTED** to adopt the proposed agenda for this meeting with the following amendments (**Appendix 1**).

- Add discussion of Presbyterian Mission Agency Board agenda at the beginning of the meeting on Wednesday morning.
- Delete Interim Executive Director Search Report.
- Add a closed session at the close of the Executive Committee to discuss personnel matters.

ACTION 2-EC-092215
APPROVAL OF EXECUTIVE
COMMITTEE MINUTES

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

- **April 15, 2015**
- **May 6, 2015**
- **May 22, 2015**
- **May 31, 2015**
- **June 4, 2015**
- **June 12, 2015**
- **June 16, 2015**
- **June 18, 2015**
- **June 25, 2015**
- **July 8, 2016**
- **July 14, 2015**
- **July 22-24, 2015**
- **August 28, 2015**
- **September 9, 2015**
- **September 14, 2015**

ACTION 3-EC-092215

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

CHAIR APPOINTMENTS

chair (**Appendix 3**):

A. Nominating and Governance Subcommittee, Class of 2017:

- 1. Mark Brainerd**
- 2. Jeffrey Joe**

B. Personnel Subcommittee, Class of 2017

- 1. Cecil Corbett, At-large Member (first term)**
- 2. Nancy Ramsay, At-large Member (second term)**
- 3. Kevin Yoho, Executive Committee Member (first term)**

C. Restricted Funds Oversight Subcommittee, Class of 2017

- a. Susan Osoinach**

Marci Glass – appointed as chair.

D. Foundation Work Group

- 1. Josephene Stewart – re-appointed until September 2016**

**ACTION 4-EC-092215
CELEBRATION OF HOLY
COMMUNION**

The Executive Committee **VOTED** to approve the celebration of Holy Communion at the following events (**Appendix 4**):

A. 2016 Presbyterian CREDO conferences:

Dates	Location
March 6-14, 2016	Mo Ranch
March 28-April 4, 2016	Roslyn (RO)
April 18-25, 2016	Ferncliff
May 2-9, 2016	Wooded Glen
May 16-23, 2016	Lake Logan (RO – year 2)
June 6-13, 2016	Lake Logan (RO)
Sept. 12-19, 2016	Roslyn
October 3-10, 2016	Ferncliff
October 18-24, 2016	Wooded Glen (RO – year 2)
October 31 – Nov. 7, 2016	Solomon
Nov. 8-14, 2016	Wooded Glen (RO)

B. Events sponsored by Racial Ethnic & Women’s Ministries this fall.

Dates	Location
October 1-3	Study on the Status of Women Consultation, Chicago, IL
October 22-25	Racial Ethnic & New Immigrant Seminarians Conference, Clinton, TN
November 5-7	Race & Ethnicity Conference, Stony Point, NY
November 10-12	Native American Leadership Development Institute, Greensboro, NC
November 11-13	Racial Ethnic & New Immigrant Coaches Training Event, Greensboro, NC
November 12-14	Women of Color Consultation, Greensboro, NC

- C. Polity Conference, Opening Worship on Sunday, October 11.
- D. Worship at the pre-conferences, Association of Mid Council Leaders, Association of Stated Clerks, General Assembly Committee on Representation (Synod Committees on Representation will be their guests), Moderators Conference, New Stated Clerk Training on Friday, October 9 - Sunday, October 11.

ACTION 5-EC-092215
CHANGES TO THE
MANUAL OF OPERATIONS
– APPENDIX 2B

The Executive Committee **VOTED** to approve the proposed changes to Appendix 2B of the *Presbyterian Mission Agency Manual of Operations* and to submit the changes to the Board for information (**Appendix 5**).

(Additions are underlined; deletions are shown with a strike through.)

Appendix 2B: “General Assembly 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.**~~

~~**C.A.**~~ **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.

D.B. Racial Ethnic and Women's Ministries

The Racial Ethnic and Women Ministries 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.

C. 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.~~

C. Theology, Formation, and Evangelism

This ministry area seeks to support churches and church leaders in terms of leadership development, Christian/theological/ecclesiological formation, and evangelism. The ministry is divided into two units, Theology and Evangelism. Theology includes (1) Theology and Worship (Company of New Pastors, Small Church Residency Program, Financial Aid for Service, interfaith, and worship resources), (2) Theological Education (support of seminaries), and (3) Congregational Ministries Publishing (discipleship curriculum for all ages). The Evangelism unit includes (1) 1001 New Worshipping Communities, (2) Youth/College/Young Adults/Camps and

Conferences, (3) New Beginnings church revitalization efforts, and (4) evangelism resources.

E. D. 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.

ACTION 6-EC-092215
CHANGES TO THE
MANUAL OF OPERATIONS
– IV. CITATION OF MAJOR
DOCUMENTS, PAGE 3 &
APPENDIX 1C

The Executive Committee **VOTED to forward** the proposed changes to the *Presbyterian Mission Agency Manual of Operations* to the Presbyterian Mission Agency Board with a recommendation for approval (**Appendix 5**).

(Additions are underlined; deletions are shown with a strike through.)

IV. Citation of Major Documents, page 3

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.A. 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.B.**~~ “Policies Regarding Public Statements by the Board” approved by the Presbyterian Mission Agency Board (Appendix 3).

~~**D.C.**~~ Current Mission Work Plan.

~~**E.D.**~~ Organization for Mission.

~~**F.E.**~~ Seeking to be Faithful Together: Guidelines for Presbyterians During Times of Disagreement.

Appendix 1C: “Presbyterian Mission Agency Board Committees and Task Forces”

I.B.2.a “Leadership Committee”

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

c. Association of Presbyterian Colleges and Universities – APCU

**PERSONNEL
SUBCOMMITTEE REPORT**

Jo Stewart, chair of the Personnel Subcommittee, reported that the subcommittee had met recently to discuss a number of issues. The Personnel Subcommittee had no recommendations for the Executive Committee at this time.

**CONVERSATION ON
COMMENTS ON
OVERTURES**

Creech reviewed the process used by the Presbyterian Mission Agency to draft and submit comments on Overtures and any other business that comes before the General Assembly (**Appendix 6**).

Committee members requested that samples of comments on Overtures from the previous General Assembly be provided at the February 2016 meeting.

**UPDATE ON “THE GOSPEL
FROM DETROIT”**

Sara Lisherness, director of Compassion, Peace, and Justice gave a progress report on the work done in response to the referral “The Gospel from Detroit: Renewing the Church’s Urban Vision,” from the 221st General Assembly (2014).

**COMMUNICATIONS
MINISTRY REPORT PART I**

Kathy Francis, senior director of Communications, reported on the work done thus far to implement the Strategic Communications Plan, that was finalized a year ago, for the Presbyterian Mission Agency (**Appendix 7**).

RECESS

The Executive Committee recessed at 8:38 p.m. with prayer offered by Gamm.

Wednesday, September 23, 2015

RECONVENE

The Presbyterian Mission Agency Board reconvened with prayer at 8:30 a.m. on Wednesday, September 23, 2015.

**REVIEW OF BOARD
AGENDA**

The Executive Committee **approved** the following amendments to the September 2015 Presbyterian Mission Agency Board Agenda:

Thursday, September 24, 2015

- Start at 8:00 a.m. (originally scheduled to start at 8:30 a.m.)
- Shorten lunch from 90 minutes to 60 minutes - gaining one hour.
- End the Cultural Humility training at 4:00 p.m. instead of 5:00 p.m.

- Begin ACREC and ACWC presentations at 4:00 p.m. and end at 4:30 p.m.
- Add closed session with outside counsel from 4:30 p.m. to 5:30 p.m.
- Move the closed session scheduled for Thursday night to Friday morning from 8:50 a.m. to 10:05 a.m.

Friday, September 25, 2015

- Move items scheduled for Friday morning from 8:50 a.m. to 10:05 a.m. to Thursday night:
 - Finance Committee Report
 - Executive Committee Report
 - Discussion – Strategy Process
 - Justice Committee Report
 - Leadership Committee Report

FINANCIAL REPORTS

Earline Williams, Deputy Executive Director for Shared Services, presented the financial report that focused on 2015 budget performance through August 31 (**Appendix 8**).

**ACTION 1-EC-092315
RESTRICTED FUNDS
OVERSIGHT
SUBCOMMITTEE REPORT**

The Presbyterian Mission Agency Board Executive Committee **VOTED** to forward the list of General Assembly Mission restricted funds grants to the Presbyterian Mission Agency Board with a recommendation for approval.

See **Appendix 9** for full report and list of restricted funds grants.

**COMMUNICATIONS
MINISTRY REPORT PART II**

Francis introduced Gregg Bekke, editor of Presbyterian News Service. Bekke gave an update on the work and accomplishments of Presbyterian News Service since he was appointed as editor.

Francis reported that over the last year we have increased the use of social media in different ways to share stories of work being done within the Presbyterian Mission Agency and the Church. Sara Otoum, Social Media Specialist, was invited to demonstrate the use of Periscope, a social channel, to reach younger members in the Church.

**SPECIAL OFFERINGS TASK
FORCE REPORT**

Gamm recognized Mike Kruse, chair of the Special Offerings Task Force (SOTF) and a former chair of the Presbyterian Mission Agency Board to give the SOTF report (**Appendix 10**). Kruse reported that the Task Force is early in its work. The Task Force has received good feedback on the new Giving Catalog. A final report with recommendations will be presented to the Presbyterian Mission Agency Board at its February 2016 meeting.

PMA REVIEW COMMITTEE	<p>Creech reported that the PMAB chair had responded to the preliminary report of the Presbyterian Mission Agency Review Committee. On Friday, Board members will have time in plenary to go over the Review Committee report. Once the final report is complete, the Presbyterian Mission Agency Board will have an opportunity to comment on it.</p> <p>See (Appendix 11) for the preliminary draft outline of the report.</p>
FUNDS DEVELOPMENT REPORT	<p>Terri Bate, Senior Director of Funds Development, reviewed the following year-to-date reports (Appendix 12):</p> <ol style="list-style-type: none"> 1. World Mission Funds Development 2. Special Offerings 3. New Initiatives <ul style="list-style-type: none"> • Office of Public Witness • New Worshiping Communities • Company of New Pastors • Racial, Ethnic and Women’s Ministry • Young Adult Volunteer Program
NOMINATING AND GOVERNANCE SUBCOMMITTEE REPORT	<p>Mihee Kim-Kort and Chad Herring presented a preview of the Nominating and Governance Subcommittee report to the Board (Appendix 13).</p>
UPDATE ON PROGRAM EVALUATIONS	<p>Rob Fohr, Manager of Organizational Planning and Effectiveness, presented the new model for evaluating programs of the Presbyterian Mission Agency (Appendix 14).</p>
REVIEW OF COMMITTEE BUSINESS	<p>Committee chairs gave an overview of business expected before each of their committees for this meeting.</p>
MODERATOR’S REPORT ON THE FUND RAISING TASK FORCE	<p>The Moderator of the 221st General Assembly (2014), Heath Rada, reported that he had formed a small task force to discuss ways to raise money for PC(USA) mission co-workers. The conversation which began with the current status and financial situation of the global mission program led him to announce a Call to the Church to help in addressing the situation.</p>
CHURCHWIDE CONVERSATION ON THE MISSION, PRIORITIES AND STRUCTURES OF THE PRESBYTERIAN MISSION AGENCY (PMA)	<p>In response to the April 2015 Board action regarding a churchwide conversation on the mission, priorities, and structures of the Presbyterian Mission Agency, the Executive Committee VOTED to recommend that the Presbyterian Mission Agency Board (Appendix 15):</p> <ol style="list-style-type: none"> 1. Embrace the churchwide listening effort sponsored by the Committee on the Office of the General Assembly (COGA) regarding denominational identity as a priority during the lead-up to the

222nd General Assembly (2016).

2. **Focus its present attention on developing a two-year interim strategy to guide the Mission Agency to 2018.**
3. **Recommend that the 222nd General Assembly (2016) forward the results of the research from the Committee on the Office of the General Assembly, the reports of the Presbyterian Mission Agency Review Committee and the Office of the General Assembly (OGA) Review Committee, and other studies as appropriate, as input for the next agency review cycle, which during 2016-2018 is already designed to focus on “the review of the whole of the Presbyterian Church (U.S.A.) and its six agencies, focusing broadly on the effectiveness of the six agencies and other governing bodies in working collaboratively to implement the General Assembly’s mission directives.”**

**ACTION 2-EC-092315
CONVENE IN CLOSED
SESSION**

The Executive Committee **VOTED** to convene in closed session at 11:33 a.m. as the Executive Committee of the Board of the Presbyterian Mission Agency and Presbyterian Church (U.S.A.), A Corporation to discuss personnel, litigation and property matters with only voting members of the Executive Committee to attend the closed session, and with the following individuals invited to attend the meeting:

- Ruth Gardner
- Lisa Robbins

**ACTION 3-EC-092315
RISE FROM CLOSED
SESSION**

The Executive Committee **VOTED** to rise from closed session at 11:54 a.m. The chair announced that the committee had **VOTED** to approve the compensation package for the interim Executive Director.

**LUNCH AND DISCUSSION
WITH THE ADVISORY
COMMITTEE ON SOCIAL
WITNESS POLICY (ACSWP)**

In keeping with a provision in the *Presbyterian Mission Agency Manual of Operations*, the Executive Committee met with co-chairs of the Advisory Committee on Social Witness Policy (ACSWP), Christine Darden and Ray Roberts, and staff to the committee, Chris Iosso, during lunch.

The provision in the *Manual of Operations* states that “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.

**CLOSING PRAYER AND
ADJOURNMENT**

There being no further business, the meeting of the Executive Committee was adjourned and closed with prayer at 12:30 p.m.

Marilyn Gamm
Chair, Presbyterian Mission Agency Board

Draft – September 22, 2015

ITEM H.100
PRESBYTERIAN MISSION AGENCY BOARD
Executive Committee
September 22-23, 2015
Crowne Plaza Louisville Airport Expo Center
830 Phillips Lane, Louisville Kentucky 40209
502-367-2251

Room – Russell/Shelby
AGENDA

Tuesday, September 22, 2015

6:00 p.m. Dinner and Reflection on Executive Committee Retreat - *Trimble*

7:30 p.m. Welcome/Call to Order/Prayer – *Russell/Shelby* *Marilyn Gamm*

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 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 decisions we have made
- Worship and pray with joy and appreciation for God’s guidance in doing this work.

7:40 p.m. Review and Adopt Agenda – H.100 *Marilyn Gamm*

7:45 p.m. Approval of Minutes – [H.101](#)

- April 15, 2015
- May 6, 2015
- May 22, 2015

- May 31, 2015
- June 4, 2015
- June 12, 2015
- June 16, 2015
- June 18, 2015
- June 25, 2015
- July 8, 2016
- July 14, 2015
- July 22-24, 2015
- August 28, 2015
- September 9, 2015
- September 14, 2015

7:50 p.m.	Appointments by the Chair – H.102	
	Celebration of Holy Communion – H.103	
8:00 p.m.	Changes to the <i>Manual of Operations</i> – H.104	Barry Creech
8:10 p.m.	Personnel Subcommittee Report	Jo Stewart
8:20 p.m.	Conversation on Comments on Overtures – H.205	Barry Creech
8:30 p.m.	Recess	

Wednesday, September 23, 2015

8:30 a.m.	Executive Committee Reconvenes - <i>Russell/Shelby</i>	
	Interim Executive Director Search Report	Marilyn Gamm
8:35 a.m.	Financial Reports	Earline Williams
8:50 a.m.	Restricted Funds Oversight Subcommittee Report – H.105	April Davenport
8:55 a.m.	Communications Ministry Report	Kathy Francis
9:10 a.m.	Special Offerings Task Force (SOTF) Report – H.204	Mike Kruse, chair SOTF
9:20 a.m.	Churchwide Conversation on the Mission, Priorities, and Structures of the PMA – H.106	Jo Stewart, Mihee Kim-Kort & Kevin Yoho
9:50 a.m.	PMA Review Committee	Barry Creech
10:00 a.m.	Break	
10:15 a.m.	Update on “The Gospel from Detroit”	Sara Lisherness
10:25 a.m.	Update on Program Evaluations	Rob Fohr

- 10:35 a.m. Report from the Moderator on the Fund Raising Task Force** *Heath Rada*
- 10:50 a.m. Review of Committee Business:**
- Leadership *Kevin Yoho*
 - Justice *James Ephraim*
 - Worshiping Communities *David Shinn*
 - Finance *Chad Herring*
 - Audit *Mary C. Baskin*
- 11:05 a.m. Nominating and Governance Subcommittee Report – [J.001](#)** *Mihee Kim-Kort & Chad Herring*
- 11:15 a.m. Funds Development Report – [H.200](#), [H.201](#), [H.202](#), [H203](#)** *Terri Bate*
- 11:30 a.m. Lunch and Discussion with ACSWP**
- 12:30 p.m. Closing Prayer and Adjournment**

**ITEM H.101
FOR ACTION**

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

Subject: Approval of Minutes

Recommendation:

That the Executive Committee approve the minutes of the meetings on (attached):

- **April 15, 2015**
- **May 6, 2015**
- **May 22, 2015**
- **May 31, 2015**
- **June 4, 2015**
- **June 12, 2015**
- **June 16, 2015**
- **June 18, 2015**
- **June 25, 2015**
- **July 8, 2015**
- **July 14, 2015**
- **July 22-24, 2015**
- **August 28, 2015**
- **September 9, 2015**
- **September 14, 2015**

Draft – Not Yet Approved

**Minutes of the Executive Committee of the
Presbyterian Mission Agency Board
Of the Presbyterian Church (U.S.A.)
The Brown Hotel
April 15, 2015
Louisville, Kentucky**

CALL TO ORDER

The 223rd stated meeting of the Executive Committee of the Presbyterian Mission Agency Board (the Board) was called to order by chair, Marilyn Gamm. Gamm 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

Marsha Zell Anson – Member-at-large
James Ephraim, Jr. – Chair, Justice Committee
Marilyn Gamm – Chair, Presbyterian Mission Agency Board
Chad Herring – Chair, Finance Committee
Mary Jorgenson – Member-at-large
Mihee Kim-Kort – Member-at-large
David Shinn – Chair, Worshiping Communities Committee
Josephene Stewart – Vice-chair, Presbyterian Mission Agency Board
Kevin Yoho – Chair, Leadership Committee
Linda Valentine – Member ex-officio

Leadership Cabinet

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

Recorder

Susan Abraham – Staff, Office of the Executive Director

Others

Gregg Brekke – Presbyterian News Service
Ellen Pearce Cason – Audit Committee, Member-at-large
Martha Clark – Staff, Office of Legal Services
Barry Creech – Staff, Office of the Executive Director
April Davenport – Staff, Office of Legal Services
Hunter Farrell – Staff, World Mission
Denise Hampton – Staff, Finance and Accounting
Denise Hayden – Staff, Executive Director's Office
Carmen Fowler LaBerge – Presbyterian Layman
Tamron Keith – Staff, World Mission
Paula Kincaid – Presbyterian Layman
Mike Kirk – Staff, Office of Legal Services
Kathie Lyvers – Staff, Office of Legal Services
Emily Enders Odom – Staff, Communications
Gradye Parsons – Stated Clerk
Marianne Rhebergen – Presbyterian Mission Agency Board Member
Noelle Royer – Presbyterian Mission Agency Board Member

Bryce Wiebe – Staff, Funds Development
Leslie Scanlon – Presbyterian Outlook

ACTION 1-EC-041515
ADOPTION OF AGENDA

Gamm reviewed and the Executive Committee **VOTED** to adopt the proposed agenda for this meeting ([Appendix 1](#)).

ACTION 2-EC-041515
APPROVAL OF EXECUTIVE COMMITTEE MINUTES

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

- September 16, 2014
- September 29, 2014
- November 10, 2014
- November 14, 2014
- November 20, 2014
- December 11, 2014
- January 22, 2015
- February 20, 2015
- March 4, 2015
- March 25, 2015
- April 8, 2015
- April 10, 2015

ACTION 3-EC-041515
CHAIR APPOINTMENTS

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

- A. Advisory Committee on the Allocation of Racial Ethnic Leadership Funds from the Christmas Joy Offering:**
1. Loc Dai-Nguyen, Vietnamese Young Adult, Charlotte, North Carolina
 2. Doug Dalglish, European-American, Kingsville, Texas
 3. Gary Metoxen, Native-American, Surprise, Arizona
 4. Joyce Shin, Korean Clergy, Chicago, Illinois
 5. Dianna Wright, African-American Elder, Salem, North Carolina
- B. Strategy Advisory Group:**
1. Mark Brainerd
 2. Kenneth Godshall
 3. Chad Herring
 4. Joseph Morrow
 5. Josephene Stewart
 6. Wendy Tajima
- C. Assembly Action on Reconciliation:**
- Cecil Corbett

FOR INFORMATION:

The chair appointed Landon Whitsitt to serve the unexpired term of Corey Schlosser-Hall as an at-large member of the Personnel Subcommittee. Term will end in 2017.

ACTION 4-EC-041515
CELEBRATION OF HOLY COMMUNION

The Executive Committee **approved** the celebration of Holy Communion at the World Mission Sharing Conference on July 11, 2015, opening worship at the 2015 Big Tent Conference in Knoxville, Tennessee, and the Presbyterian Mission Agency Board Meeting Opening Worship on April 15, 2015 ([Appendix 4](#)).

REPORT OF THE NOMINATING AND GOVERNANCE SUBCOMMITTEE

Marianne Rhebergen, co-chair of the Nominating and Governance Subcommittee, presented the report of the Subcommittee ([Appendix 5](#)).

ACTION 5-EC-041515
PRESBYTERIAN MISSION AGENCY BOARD OF DIRECTOR GOALS FOR APRIL 2015 – MARCH 2016

The Executive Committee **VOTED** to recommend to the Presbyterian Mission Agency Board the adoption of the following goals and objectives for April 2015 – March 2016:

I. Increase Board member engagement and satisfaction.

Measured by attendance (full Board and committee meetings, on-site and virtual), participation in, and results of surveys following each full board meeting.

Objectives April 2015 – March 2016:

- A. Develop annual goals for the Presbyterian Mission Agency Board (PMAB) to assess its own performance, publish in a dashboard format for ready use by the Board, and review achievement of goals regularly.**
- B. Integrate new members into the Board’s work and provide mentors for each.**
- C. Assist the PMAB Nominating and Governance Subcommittee and General Assembly Nominating Committee to identify individuals with the skills, talents, gifts, and diversity needed by the PMA Board.**
- D. The Executive Committee will work to focus Board meeting time on action items related to mission and vision and less time on routine agenda items and presentations from non-Board members.**

II. Stabilize revenue from all sources to equal the revenue benchmark of 2014, ensuring confidence in the mission, work and management of Presbyterian Mission Agency.

Measured by actual income received from all sources in 2014, Board survey in September 2015 and January 2016, and achievement of the following objectives.

Objectives April 2015 - March 2016

- A. Each Board member will make a financial contribution to the**

work of the Presbyterian Mission Agency.

- B. Each Board member will familiarize him/herself with the Ambassador Toolkit provided by PMA (including both print and digital media), and contact presbyteries in his/her region with offer to make presentations concerning the work of the Presbyterian Mission Agency.**
- C. Each Board member will invite at least one speaker from the Presbyterian Mission Agency (staff or elected) to speak in his/her congregation and/or presbytery.**
- D. In 2015, the Finance Committee will draft for presentation to the full Board contingency plans to address the expiration of unrestricted reserve funds anticipated in late 2016.**
- E. By the end of 2015, each Board member will understand and be able to articulate contingency plans for unrestricted funds.**

- III. Develop the next Mission Work Plan, stressing input from the larger church, prioritization of core values and ministries of the Agency, and collaboration with other PC(USA) agencies to raise larger church confidence in the Agency, eliminate redundancies, and increase efficiencies.**

Measured by participation of PMAB members in at least one listening session, and achievement of the following objectives.

Objectives April 2015 – March 2016

- A. Develop a plan by the end of 2015 to facilitate ongoing input from the larger church concerning priorities for the Agency's work.**
- B. Engage in a process to prioritize agency initiatives and programs in February 2016.**
- C. Receive and give input into the new PMA communications strategy in September 2015.**
- D. In September 2015, receive recommendations from staff on steps to increase the use of electronic communications to reduce costs, improve the timeliness of communication, and facilitate interaction with the larger church.**
- E. The Board will communicate key objectives to the Executive Director and the Agency as a whole, and ensure evaluation standards are consistent with those objectives.**
- F. The Board will develop and approve a succession plan for the**

Executive Director.

**REPORT OF THE
PERSONNEL
SUBCOMMITTEE**

Jo Stewart, chair of the Personnel Subcommittee, presented the report of the Subcommittee. See ([Appendix 6](#)) for full report.

**ACTION 6-EC-041515
CHANGES TO PERSONNEL
SUBCOMMITTEE CHARTER**

The Executive Committee **VOTED** to approve and recommend to the Presbyterian Mission Agency Board for approval the following revisions to the Personnel Subcommittee Charter (underlining denotes additions):

**PRESBYTERIAN MISSION AGENCY BOARD
PERSONNEL SUBCOMMITTEE CHARTER**

DESCRIPTION OF THE SUBCOMMITTEE

The Presbyterian Mission Agency Board (“Board”) approved the creation of the Personnel Subcommittee of the Executive Committee on February 17, 2012. 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;
5. any other responsibilities assigned under the Employee Handbook; and
6. any other employment-related assignment from the Executive Committee or the Board.

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.

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. Members may serve one additional two-year term. 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.

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.

**URBAN MINISTRY
ROUNDTABLE DISCUSSION**

Gamm read a memorandum from the Advisory Committee on Racial Ethnic Concerns (ACREC) and the Advisory Committee on Social Witness Policy (ACSWP) requesting that Item 08-08 from the 221st General Assembly (2014), "The Gospel from Detroit: Renewing the Church's Urban Vision," be re-assigned to Compassion Peace and Justice (CPJ). The committees also requested that the committee overseeing the work be changed from the Worshiping Communities Committee to the Justice Committee. Barry Creech explained that the referral had originally been assigned to CPJ with the Evangelism and Church Growth Ministry Area (ECG) in a supporting role. After restricted funds for the work were identified in ECG, staff agreed that ECG would take the lead with CPJ providing the support. However, as a result of the decreased staffing in ECG, the work was overlooked by both ministry areas. Creech reported that the issue has been resolved internally, and the work will be done collaboratively by the two ministry areas with CPJ in the lead, and ECG providing funding.

ACTION 7-EC-041515
“THE GOSPEL FROM
DETROIT:RENEWING THE
CHURCH’S URBAN VISION”

Chairs of the Leadership, Justice, and Worshiping Communities Committees expressed interest in being kept informed of the work that is done in response to the above referral. It was suggested that if the report is reassigned to the Executive Committee, the chairs of these committees, who are also members of the Executive Committee, could relay the information back to their committees.

The Executive Committee **VOTED** to change the assignment of the report on “The Gospel from Detroit: Renewing the Church’s Urban Vision,” from the Worshiping Communities Committee to the Executive Committee.

Gamm will report back to ACREC and ACSWP on the action taken by the Executive Committee.

FINANCIAL REPORTS

Earline Williams, Deputy Executive Director of Shared Services, reviewed the following financial reports ([Appendix 7](#)):

- Presbyterian Mission Agency 2014 Receipts
- Unrestricted Receipts Budget Variance
- Restricted Receipts Budget Variance
- Presbyterian Mission Agency 2014 Expenditures

Budget adjustments to the 2015-2016 budgets will be presented to the Board for approval.

COMMUNICATIONS
MINISTRY REPORT

Kathy Francis, Senior Director of Communications, presented the Communications Ministry Report ([Appendix 8](#)). Francis introduced Gregg Brekke, the new editor of Presbyterian News Service.

FUNDS DEVELOPMENT
REPORT

Terri Bate, Senior Director for Funds Development, presented the Funds Development Report for 2014 and the Funds Development Projections for New Initiatives ([Appendices 9&10](#)). Bate invited Hunter Farrell, director of World Mission to talk about the implications of lowered revenue and goals for 2015.

Bate invited Bryce Wiebe, manager of Special Offerings, to give the Special Offerings Report ([Appendix 11](#)).

Gamm reminded members of the Executive Committee of their role as ambassadors for the Presbyterian Mission Agency and encouraged them to share resources that are available to promote the work of the Mission Agency.

PRESBYTERIAN MISSION
AGENCY REVIEW
COMMITTEE

Barry Creech, Director for Policy, Administration and Board Support, reminded members that the Mission Agency Review Committee would be in Louisville next week (April 20-22). The Review Committee reviewed the Mission Agency’s Self-Study at its first meeting in November. At this meeting, they will be interviewing the Board chair and vice-chair, as well as the Leadership Cabinet and other senior staff. At the conclusion of their meeting, the Review Committee will provide the agency with a summary of their observations; and the agency will have opportunity to make response. The Review Committee report will be written over the next few months, as submitted to the General Assembly in 2016.

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Executive Committee

Appendix 2

**REVIEW OF COMMITTEE
BUSINESS**

The chairs of each of the Board Committees gave an overview of business expected before each of their committees for this meeting.

**ACTION 8-EC-041515
CONVENE IN CLOSED
SESSION**

The Executive Committee **VOTED** to convene in closed session at 10:58 a.m. as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel, potential litigation and property matters with only voting members of the Executive Committee to attend the closed session and the following individuals, who were invited to remain and attend all or a portion of the closed session meeting:

- Linda Valentine, Executive Director
- Grady Parsons, Stated Clerk
- Michael Kirk, Associate General Counsel
- Barry Creech, Director of Policy, Administration and Board Support
- Mark Calloway, counsel, Alston & Bird
- Michael Hoernlein, counsel, Alston & Bird
- Emily McGowan, counsel, Alston & Bird
- John Sheller, counsel, Stoll Keenon Ogden
- Leah Smith, counsel, Stoll Keenon Ogden
- Nancy Nunnelley, stenographer

**ACTION 9-EC-041515
RISE FROM CLOSED
SESSION**

The Executive Committee **VOTED** to rise from closed session at 12:09 p.m. The chair announced that no actions were taken in closed session.

**CLOSING PRAYER AND
ADJOURNMENT**

There being no further business, the meeting of the Executive Committee was adjourned and closed with prayer at 12:09 p.m.

Respectfully Submitted,

Marilyn Gamm
Chair, Presbyterian Mission Agency Board

Linda Valentine
Executive Director, Presbyterian Mission Agency

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Executive Committee

Presbyterian Mission Agency Board
Executive Committee

Called Meeting Full Record

May 6, 2015 – 3:00 p.m. EDT

Teleconference

Upon duly issued call of the Chair of the Presbyterian Mission Agency Board, voting members of the Executive Committee of the Presbyterian Church (USA), A Corp., met by conference call on May 6, 2015, at 3:09 p.m. EDT.

The meeting was called to order with prayer by Executive Committee Chair, the Rev. Marilyn Gamm, Chair of the Presbyterian Mission Agency Board.

Gamm appointed Chad Herring clerk pro-tem for this meeting, and called the roll:

Present:

Marsha Anson
James Ephraim
Marilyn Gamm, Chair
Chad Herring
Mary Jorgenson
Kevin Yoho

Also present:

Landon Whitsitt, Board Member, Personnel Subcommittee
Kenneth Godshall, Board Member, Personnel Subcommittee
John Sheller, Attorney, Stoll, Keenon, Ogden PLLC

Not Present:

Jo Stewart, Vice-Chair
Nancy Ramsey (Board Member, Personnel Subcommittee)
Mihee Kim-Kort
David Shinn

Gamm entertained a motion to move into closed session to discuss personnel, legal, and/or property matters, and recognized Chad Herring.

MOVED that the Executive Committee convene in closed session as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel, litigation and property matters with only voting members of the Executive Committee, and the following invited guests, to attend all or part of the closed session.

Kenneth Godshall, Personnel Subcommittee
Landon Whitsitt, Personnel Subcommittee
John Sheller, counsel, Stoll Keenon Ogden. Seconded and carried.

The committee sat in closed session.

Gamm called the closed session to order. Gamm admonished those present that only those listed in the motion may remain and are bound to hold all matters discussed as confidential. Gamm reminded those

PRESBYTERIAN MISSION AGENCY BOARD

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Executive Committee

remaining that the meeting may not be recorded or shared in any manner including but not limited to, sharing through various types of social media, such as blogs, Twitter, or Facebook.

MOTION to arise from closed session. Seconded and carried.

Gamm called the meeting back to order and announced that one action was taken in closed session, which was that the Executive Committee moved to **PERMIT Stoll, Keenon, Ogden to consult with Mike Kirk, Associate General Counsel for the Presbyterian Mission Agency at John Sheller's discretion regarding previously assigned personnel matters.**

MOTION to adjourn and close with prayer. Seconded and carried.

Gamm closed the meeting with prayer at 4:50 p.m. EDT.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Rev. Chad Herring". The signature is stylized and cursive.

Chad Herring
Clerk Pro-Tem
Executive Committee
Presbyterian Mission Agency Board

Presbyterian Mission Agency Board
Executive Committee

Called Meeting Full Record

May 22, 2015 – 9:30 a.m. EDT

Teleconference

Upon duly issued call of the Chair of the Presbyterian Mission Agency Board, voting members of the Executive Committee of the Presbyterian Church (USA), A Corp., met by conference call on May 22, 2015, at 9:30am, EDT.

The meeting was called to order with prayer by Executive Committee Chair, the Rev. Marilyn Gamm, Chair of the Presbyterian Mission Agency Board.

Gamm appointed Chad Herring clerk pro-tem for this meeting, and called the roll:

Present:

Marilyn Gamm, Chair
Chad Herring
Mary Jorgenson
Mihee Kim-Kort
David Shinn
Jo Stewart
Kevin Yoho

Also present:

John Sheller, Attorney, Stoll, Keenon, Ogden PLLC

Not Present:

Marsha Anson
James Ephraim

Gamm entertained a motion to move into closed session to discuss personnel, legal, and/or property matters, and recognized Jo Stewart.

MOVED that the Executive Committee convene in closed session as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel, litigation and property matters with only voting members of the Executive Committee, and the following invited guests, to attend all or part of the closed session.

John Sheller, counsel, Stoll Keenon Ogden. Seconded and carried.

The committee sat in closed session.

Discussion about various personnel matters ensued.

MOTION to arise from closed session. Seconded and carried.

Gamm called the meeting back to order and announced that no action was taken in closed session.

PRESBYTERIAN MISSION AGENCY BOARD

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Executive Committee

Chair GAMM reminded the committee that she would not be available to chair any called meetings of the Executive Committee or the Board through June 15 due to her move to California. Vice Chair Jo Stewart would be serve as Chair if necessary.

Chair GAMM also reminded that the next stated meeting of the Executive Committee is by teleconference on Thursday, June 25th, 2015, at 1:30pm EDT. The 2015 Executive Committee retreat is scheduled for July 22-24 in Philadelphia, Pennsylvania.

GAMM suggested the Executive Committee may want to consider adding an additional day onto the upcoming September Board meeting, and encouraged members to give that some thought before the June 25 meeting.

MOTION to adjourn and close with prayer. Seconded and carried.

Gamm closed the meeting with prayer at 10:27am EDT.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Rev. Chad Herring". The signature is written in a cursive, flowing style.

Chad Herring
Clerk Pro-Tem
Executive Committee
Presbyterian Mission Agency Board

Special Conference Call Meeting
of
Presbyterian Mission Agency Board
Executive Committee
May 31, 2015

The meeting was called to order by Vice Chair Josephine Stewart at 5:06pm and opened with prayer by Josephine Stewart.

The following members of the Executive committee were present:

Chad Herring
Mary Cook Jorgenson
Mihee Kim-Kort
David Shinn

Guest: John Sheller, attorney

The Chair entertained a motion to go to closed session. The following motion was made, seconded and approved:

That the Executive Committee convene in closed session to discuss personnel and property matters with only the voting members of the executive session and the following individual invited to remain and attend:

- 1. John Sheller, attorney**

The Chair convened the closed session and discussion ensued.

Upon motion made, seconded and approved, the Executive Committee arose from closed session. The Executive Committee resumed meeting in open session and announced that **no action was taken while in closed session.**

Upon motion made, seconded and approved the meeting was adjourned with prayer.

Respectfully submitted,

Mary Cook Jorgenson
Clerk

Presbyterian Mission Agency Board
Executive Committee

Called Meeting Full Record

June 4, 2015 – 10:00 a.m. EDT – Teleconference

Upon duly issued call of the Chair of the Presbyterian Mission Agency Board, voting members of the Executive Committee of the Presbyterian Church (USA), A Corp., met by conference call on June 4, 2015, at 10:00am, EDT.

The meeting was called to order with prayer by Executive Committee Vice-Chair, Ruling Elder Jo Stewart.

Stewart appointed Chad Herring clerk pro-tem for this meeting, and called the roll:

Present:

Marsha Anson
James Ephraim
Chad Herring
Mihee Kim-Kort
David Shinn
Jo Stewart
Kevin Yoho

Also present:

John Sheller, Attorney, Stoll, Keenon, Ogden PLLC

Not Present:

Marilyn Gamm, Chair
Mary Jorgenson

Stewart reminded the executive committee about the September 2015 board meeting schedule, currently set for September 24-25. Discussion ensued about whether additional time would be needed.

MOVED that the Executive Committee amend the September 2015 stated board meeting dates to September 23-25, 2015. Seconded and Carried.

Stewart entertained a motion to move into closed session to discuss personnel, legal, and/or property matters, and recognized Marsha Anson.

MOVED that the Executive Committee convene in closed session as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel, litigation and property matters with only voting members of the Executive Committee, and the following invited guests, to attend all or part of the closed session.

John Sheller, counsel, Stoll Keenon Ogden. Seconded and carried.

The committee sat in closed session.

Stewart reminded the committee that “only the Executive Committee may remain and they are bound to hold all matters discussed as confidential. We remind those remaining that this meeting may not be

recorded or shared in any manner, including but not limited to, sharing through various types of social media, such as blogs, Twitter, or Facebook."

Discussion about various personnel matters ensued.

MOVED to DIRECT the Personnel Subcommittee to prepare for the Executive Committee a recommendation for performance goals, evaluation process, and other important metrics for the Executive Director, for consideration by the Executive Committee by July 22, 2015. Seconded and carried.

MOTION to arise from closed session. Seconded and carried.

Stewart called the meeting back to order and announced that one action was taken in closed session. That was to DIRECT the Personnel Subcommittee to prepare for the Executive Committee a recommendation for performance goals, evaluation process, and other important metrics for the Executive Director, for consideration by the Executive Committee by July 22, 2015.

MOTION to adjourn and close with prayer. Seconded and carried.

Chad Herring closed the meeting with prayer at 12:05pm EDT.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Rev. Chad Herring". The signature is written in a cursive style.

Chad Herring
Clerk Pro-Tem
Executive Committee
Presbyterian Mission Agency Board

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Executive Committee

Presbyterian Mission Agency Board
Executive Committee

Called Meeting Full Record

June 12, 2015 – 1:00 p.m. EDT – Teleconference

Upon duly issued call of the Chair of the Presbyterian Mission Agency Board, voting members of the Executive Committee of the Presbyterian Church (USA), A Corp., met by conference call on June 12, 2015, at 1:00pm, EDT.

The meeting was called to order with prayer by Presbyterian Mission Agency Board Chair Marilyn Gamm.

Gamm appointed Chad Herring clerk pro-tem for this meeting, and called the roll:

Present:

Marsha Anson
James Ephraim
Marilynn Gamm
Chad Herring
Mihee Kim-Kort
David Shinn
Jo Stewart
Kevin Yoho

Also present at the start of the call:

John Sheller, Attorney, Stoll, Keenon, Ogden PLLC

Not Present:

Mary Jorgenson

Gamm entertained a motion to move into closed session to discuss personnel, legal, and/or property matters, and recognized Jo Stewart.

MOVED that the Executive Committee convene in closed session as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel, litigation and property matters with only voting members of the Executive Committee, and the following invited guests, to attend all or part of the closed session.

Invited Guests:

John Sheller, counsel, Stoll Keenon Ogden.

Linda Valentine, Executive Director, Presbyterian Mission Agency

Mike Kirk

Kathy Francis

Kathy Melvin Seconded and carried.

The committee sat in closed session.

Gamm reminded the committee that “only the Executive Committee and others invited may remain and they are bound to hold all matters discussed as confidential. We remind those remaining that this meeting

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Executive Committee

may not be recorded or shared in any manner, including but not limited to, sharing through various types of social media, such as blogs, Twitter, or Facebook."

Discussion about various personnel and legal matters ensued.

At 1:30pm, Linda Valentine, Mike Kirk, Kathy Francis, and Kathy Melvin joined the closed meeting, as permitted by the motion to sit in closed session. Gamm reminded everyone that all on the call "only the Executive Committee and others invited may remain and they are bound to hold all matters discussed as confidential. We remind those remaining that this meeting may not be recorded or shared in any manner, including but not limited to, sharing through various types of social media, such as blogs, Twitter, or Facebook."

Discussion about various personnel and legal matters continued.

At 2:40pm EDT, Linda Valentine, Mike Kirk, Kathy Francis, and Kathy Melvin left the call. Only voting members of the Executive Committee and John Sheller remained on the call.

Discussion about various personnel and legal matters continued.

MOTION to arise from closed session. Seconded and carried.

Gamm called the meeting back to order and announced that no action was taken in closed session.

MOTION to adjourn and close with prayer. Seconded and carried.

Gamm closed the meeting with prayer at 3:30pm EDT.

Respectfully Submitted,



Chad Herring
Clerk Pro-Tem
Executive Committee
Presbyterian Mission Agency Board

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Executive Committee

Presbyterian Mission Agency Board
Executive Committee

Called Meeting Full Record

June 16, 2015 – 12:05 p.m. EDT – Teleconference

Upon duly issued call of the Chair of the Presbyterian Mission Agency Board, voting members of the Executive Committee of the Presbyterian Church (USA), A Corp., met by conference call on June 16, 2015, at 12:05pm, EDT.

The meeting was called to order with prayer by Presbyterian Mission Agency Board Chair Marilyn Gamm.

Gamm appointed Chad Herring clerk pro-tem for this meeting, and called the roll:

Present:

Marsha Anson
James Ephraim
Marilyn Gamm
Chad Herring
Mary Jorgenson
Mihee Kim-Kort
Jo Stewart

Also present at the start of the call:

John Sheller, Attorney, Stoll, Keenon, Ogden PLLC
Linda Valentine
Kathy Francis

Not Present:

David Shinn
Kevin Yoho

Gamm entertained a motion to move into closed session to discuss personnel, legal, and/or property matters, and recognized Jo Stewart.

MOVED that the Executive Committee convene in closed session as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel, litigation and property matters with only voting members of the Executive Committee, and the following invited guests, to attend all or part of the closed session.

Invited Guests:

John Sheller, counsel, Stoll Keenon Ogden.
Linda Valentine, Executive Director, Presbyterian Mission Agency
Kathy Francis

Seconded and carried.

The committee sat in closed session.

PRESBYTERIAN MISSION AGENCY BOARD

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Gamm reminded the committee that "only the Executive Committee and others invited may remain and they are bound to hold all matters discussed as confidential. We remind those remaining that this meeting may not be recorded or shared in any manner, including but not limited to, sharing through various types of social media, such as blogs, Twitter, or Facebook."

Discussion about various personnel and legal matters ensued.

At 12:30pm EDT, Linda Valentine and Kathy Francis left the call.

Discussion about various personnel and legal matters continued.

MOTION to arise from closed session. Seconded and carried.

Gamm called the meeting back to order and announced that no action was taken in closed session.

MOTION to adjourn and close with prayer. Seconded and carried.

Gamm closed the meeting with prayer at 2:05pm EDT.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Rev. Chad Herring". The signature is written in a cursive, flowing style.

Chad Herring
Clerk Pro-Tem
Executive Committee
Presbyterian Mission Agency Board

Presbyterian Mission Agency Board
Executive Committee

Called Meeting Full Record

June 18, 2015 – 11:05 a.m. EDT – Teleconference

Upon duly issued call of the Chair of the Presbyterian Mission Agency Board, voting members of the Executive Committee of the Presbyterian Church (USA), A Corp., met by conference call on June 18, 2015, at 11:05pm, EDT.

The meeting was called to order with prayer by Presbyterian Mission Agency Board Chair Marilyn Gamm.

Gamm appointed Chad Herring clerk pro-tem for this meeting, and called the roll:

Present:

Marsha Anson
James Ephraim
Marilyn Gamm
Chad Herring
Mihee Kim-Kort
Jo Stewart
Kevin Yoho

Also present at the start of the call:

John Sheller, Attorney, Stoll, Keenon, Ogden PLLC

Not Present:

David Shinn
Mary Jorgenson

Gamm entertained a motion to move into closed session to discuss personnel, legal, and/or property matters, and recognized Jo Stewart.

MOVED that the Executive Committee convene in closed session as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel, litigation and property matters with only voting members of the Executive Committee, and the following invited guests, to attend all or part of the closed session.

Invited Guests:

John Sheller, counsel, Stoll Keenon Ogden.

Seconded and carried.

The committee sat in closed session.

Gamm reminded the committee that “only the Executive Committee and others invited may remain and they are bound to hold all matters discussed as confidential. We remind those remaining that this meeting may not be recorded or shared in any manner, including but not limited to, sharing through various types of social media, such as blogs, Twitter, or Facebook.”

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

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Discussion about various personnel and legal matters ensued.

MOTION to arise from closed session. Seconded and carried.

Gamm called the meeting back to order and announced that no action was taken in closed session.

MOTION to adjourn and close with prayer. Seconded and carried.

Gamm closed the meeting with prayer at 1:10pm EDT.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Rev. Chad Herring". The signature is written in a cursive, flowing style.

Chad Herring
Clerk Pro-Tem
Executive Committee
Presbyterian Mission Agency Board

Draft – Not Yet Approved

**Minutes of the Executive Committee of the
Presbyterian Mission Agency Board
Of the Presbyterian Church (U.S.A.)
Conference Call
June 25, 2015**

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

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

MEMBERS PRESENT Marsha Zell Anson – Member-at-large
James Ephraim, Jr. – Chair, Justice Committee
Marilyn Gamm – Chair, Presbyterian Mission Agency Board
Chad Herring – Chair, Finance Committee
Mihee Kim-Kort – Member-at-large
David Shinn – Chair, Worshiping Communities Committee
Josephene Stewart – Vice-chair, Presbyterian Mission Agency Board
Kevin Yoho – Chair, Leadership Committee
Linda Valentine – Member ex-officio

Leadership Cabinet 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
Ruth Gardner – Staff, Human Resources
Debbie Gardiner – Staff, Office of the Executive Director
Denise Hayden – Staff, Office of the Executive Director
Mike Kirk – Staff, Office of Legal Services
Tim McCallister – Staff, Evangelism and Church Growth
James Rissler – Presbyterian Investment and Loan Services
Leslie Scanlon – Presbyterian Outlook

ACTION – 1-EC-062515
WALTON AWARDS

The Executive Committee **VOTED** to approve the following outstanding New Church Developments as the 2015 Sam & Helen R. Walton Award recipients which were selected and recommended by the Mission Development Resources Committee at its May 14, 2015 meeting to receive a one-time award of up to \$50,000 ([Appendix 1](#)).

1. Northland Village Church NCD, San Fernando Presbytery, Synod of Southern California and Hawaii - \$35,000
2. Camino de Vida NCD, Santa Fe Presbytery, Synod of the Southwest - \$35,000

PRESBYTERIAN MISSION AGENCY BOARD

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Executive Committee

Appendix 2

3. The Fellowship Place, Charlotte Presbytery, Synod of the Mid-Atlantic - \$35,000

**ACTION – 2-EC-062515
RESTORING CREATION
LOAN**

Jim Rissler, president of Presbyterian Investment and Loan Program, presented background information on the “Restoring Creation Loan.” The Executive Committee **VOTED** to approve on behalf of the Presbyterian Mission Agency and Presbyterian Church (U.S.A.), A Corporation attached revisions to the Policies and Guidelines of the General Assembly Church Loan Program Endowment Funds to permit the offering of a new loan product, the Restoring Creation Loan, as recommended by the Mission Development Resources Committee (MDRC), said revisions show deletions as strikethroughs and additions as underlines.

See ([Appendix 2](#)) for full report.

**ACTION – 3-EC-062515
CELEBRATION OF HOLY
COMMUNION**

The Executive Committee **VOTED** to approve the celebration of Holy Communion at the following events ([Appendix 3](#)):

- New Worshiping Communities Coach Training and the Discipleship Conference on January 18-23, 2016
- Evangelism and Church Growth Conference on August 8-12, 2016

**ACTION – 4-EC-062515
LIAISON TO MDRC**

The Presbyterian Mission Agency Board Executive Committee **VOTED** to ratify the appointment of David Ezekiel to serve the unexpired term of Corey Schlosser-Hall as the liaison from the Worshiping Communities Committee to the Mission Development Resource Committee. This term begins immediately and will conclude in September 2018 ([Appendix 4](#)).

**BOARD/STAFF ROLES
MISSION WORK PLAN
PROCESS**

Gamm invited Barry Creech to present the request for clarifying the roles of the Presbyterian Mission Agency Board and staff members for the 2017-2020 Mission Work Plan strategy process ([Appendix 5](#)).

The Executive Committee also received a document from the Strategy Advisory Group (SAG) ([Appendix 6](#)) asking the Executive Committee to help “determine what level of decisions need to be made in the future, and the sequence in which they should be made.” The Executive Committee discussed the difficulty of embarking on a four-year plan under current circumstances and agreed to the following sequence of events for developing the work plan.

1. “Strategy Bridge” to guide the development of the Mission Work Plan and budget for 2017-2018.
2. Respond to a referral from the April Board meeting to develop for the September 2015 Board meeting a “recommendation on a process to consider a churchwide conversation on the mission, priorities, and structures of the PMA.”

3. The search for a permanent Executive Director.

The Executive Committee approved the chart outlining the levels of strategic planning. A few amendments were made to the section on the division of labor between management and Board.

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Executive Committee

Appendix 2

High-level Strategic Thinking; Concepts and Division of Labor

<u>Strategic step or task</u>	<u>Management</u>	<u>Board</u>
SAG		
Charter/Structure Review	Brain Storm	Brain Storm
		Input
		Develop
Coordinate with Partner Agencies	Support/Do	Support/Do
Communicate with Church Vision / Mission / Values	Support/Do	Support/Do
	Brain Storm	Brain Storm
		Refine
		Approve
Strategic Assumptions	Brain Storm	Brain Storm
		Refine
		Approve
Directional Goals	Develop	Approve
Annual Plan	Develop	Approve
Vital Signs/Evaluation model	Brain Storm	Brain Storm
	Develop	Approve
Monitor	Do	Do

Jo Stewart, Chad Herring and Barry Creech were authorized to complete the SAG column.

2015 EXECUTIVE COMMITTEE RETREAT

Herring and Marsha Anson presented plans for the Executive Committee retreat on July 22-24 in Philadelphia. They have been working with the Presbytery of Philadelphia to visit four ministries focusing on the “Educate a Child: Transform the World,” initiative. Herring and Anson will enlist more ideas for the retreat from the Executive Committee via email.

BOARD AND EXECUTIVE COMMITTEE MEETING BUDGETS

Creech presented an update on the budget for the Board and Executive Committee meetings for information ([Appendix 7](#)).

CHURCHWIDE CONVERSATION ON THE MISSION, PRIORITIES, AND STRUCTURES OF THE PMA

Creech reminded the Executive Committee of the referral from the April Board meeting directing the “Strategy Advisory Group and Executive Committee, in consultation with the Strategy Working Group, to come back to the September 2015 Board Meeting with a recommendation on a process to consider a churchwide conversation on the mission, priorities, and structures of the PMA.”

The Strategy Advisory Group will present recommendations to the Executive Committee for approval at their retreat in July.

APRIL 2015 BOARD MEETING SURVEY

Creech led the Executive Committee through the results of the April 2015 Board Meeting Survey ([Appendix 8](#)).

The Executive Committee will discuss some of the suggestions offered in the survey at the July retreat.

ACTION – 5-EC-062515

The Executive Committee **VOTED** to convene in closed session at 2:47

PRESBYTERIAN MISSION AGENCY BOARD

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Executive Committee

Appendix 2

**CONVENE IN CLOSED
SESSION**

p.m. to discuss personnel, property, and litigation matters with only members of the Executive Committee to attend the closed session, and with the following individuals to attend portions or all of the meeting:

1. Linda Valentine
2. Barry Creech
3. Martha Clark
4. Kathy Francis
5. Ruth Gardner
6. Mike Kirk
7. Earline Williams

**ACTION – 6-EC-062515
RISE FROM CLOSED
SESSION**

The Executive Committee **VOTED** to rise from closed session at 4:48 p.m. and on June 29 released the following action taken in closed session:

That the Executive Committee approved the Executive Director’s proposal for restructuring within the staff organization, said restructure discussed in detail with the Executive Committee and more fully described in [Appendix 9](#) and [Appendix 10](#) to this motion, such appendices to be attached once the restructure has been implemented the week of June 29.

**ADJOURNMENT AND
CLOSING PRAYER**

There being no further business, the meeting of the Executive Committee was closed with prayer at 4:50 p.m.

Marilyn Gamm
Chair, Presbyterian Mission Agency Board

Linda Valentine
Executive Director, Presbyterian Mission Agency

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Executive Committee

Appendix 2

Presbyterian Mission Agency Board
Executive Committee

Called Meeting Full Record

July 8, 2015 – 2:00 p.m. EDT – Teleconference

Upon duly issued call of the Chair of the Presbyterian Mission Agency Board, voting members of the Executive Committee of the Presbyterian Church (USA), A Corp., met by conference call on July 8, 2015, at 2:00pm, EDT.

The meeting was called to order with prayer by Presbyterian Mission Agency Board Chair Marilyn Gamm.

Gamm appointed Chad Herring clerk pro-tem for this meeting, and called the roll:

Present:

James Ephraim
Marilyn Gamm
Chad Herring
David Shinn
Jo Stewart
Kevin Yoho

Also present at the start of the call:

Martha Clark

Joining the call later in the meeting:

Martha Anson
Mihee Kim-Kort

Not Present:

Mary Jorgenson

Gamm entertained a motion to move into closed session to discuss personnel, legal, and/or property matters, and recognized Jo Stewart.

MOVED that the Executive Committee convene in closed session as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel, litigation and property matters with only voting members of the Executive Committee, and the following invited guests, to attend all or part of the closed session.

Invited Guests:

Martha Clark

Seconded and carried.

The committee sat in closed session.

Gamm reminded the committee that “only the Executive Committee and others invited may remain and they are bound to hold all matters discussed as confidential. We remind those remaining that this meeting may not be recorded or shared in any manner, including but not limited to, sharing through various types of social media, such as blogs, Twitter, or Facebook.”

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Executive Committee

Appendix 2

Discussion about various personnel and legal matters ensued.

MOTION to arise from closed session. Seconded and carried.

Gamm called the meeting back to order and announced that two actions were taken in closed session.

The Executive Committee approved a motion stating that “Upon recommendation of the General Counsel, after consultation with the chair of the board and the executive director, the executive committee finds that Marsha Anson, General Presbyter/Stated Clerk of Glacier Presbytery, does not have a conflict of interest under the Ethics Policy with regard to the submission of a grant application on behalf of Glacier Presbytery, signed June 12, 2015, to the Mission Development Resources Committee.”

And

The Executive Committee approved a motion “to designate Barry Creech, Director for Policy, Administration and Board Support, and Earline Williams, Chief Financial Officer/Deputy Executive Director of Shared Services, as Temporary-Co-Managers of the Presbyterian Mission Agency, beginning July 11, 2015, until such time as an interim Executive Director is in place, and empower the Chair and Vice-Chair of the Board to negotiate a memo of understanding with them, outlining responsibilities during this period”

MOTION to adjourn and close with prayer. Seconded and carried.

Gamm closed the meeting with prayer at 4:05pm EDT.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Rev. Chad Herring". The signature is written in a cursive style with a long horizontal flourish at the end.

Chad Herring
Clerk Pro-Tem
Executive Committee
Presbyterian Mission Agency Board

Presbyterian Mission Agency Board
Executive Committee

Called Meeting Full Record

July 14, 2015 – 6:00 p.m. EDT – Teleconference

Upon duly issued call of the Chair of the Presbyterian Mission Agency Board, voting members of the Executive Committee of the Presbyterian Church (USA), A Corp., met by conference call on July 14, 2015, at 6:11 pm, EDT.

The meeting was called to order with prayer by Presbyterian Mission Agency Board Chair Marilyn Gamm.

Present:

James Ephraim
Marilyn Gamm
Jo Stewart
Kevin Yoho

Not Present:

Martha Anson
Chad Herring
Mary Jorgenson
Mihee Kim-Kort
David Shinn

Gamm entertained a motion to move into closed session to discuss personnel, legal, and/or property matters, and recognized Jo Stewart.

MOVED that the Executive Committee convene in closed session as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel, litigation and property matters with only voting members of the Executive Committee to attend the closed session.

Seconded and carried.

The committee sat in closed session.

Gamm reminded the committee that “only the Executive Committee and others invited may remain and they are bound to hold all matters discussed as confidential. We remind those remaining that this meeting may not be recorded or shared in any manner, including but not limited to, sharing through various types of social media, such as blogs, Twitter, or Facebook.”

Discussion about various personnel and legal matters ensued.

MOTION to arise from closed session. Seconded and carried.

Gamm called the meeting back to order and announced that no actions were taken in closed session.

MOTION to adjourn and close with prayer. Seconded and carried.

Gamm closed the meeting with prayer at 6:40pm EDT.

Presbyterian Mission Agency Board
Executive Committee

Executive Committee Retreat Business Session Record

July 22, 2015 – 8:30 a.m. EDT

to

July 24, 2015 – 12:05 pm EDT

The Executive Committee of the Presbyterian Mission Agency and the Presbyterian Church (USA), A Corporation., met for its annual retreat at the offices of the Presbytery of Philadelphia, from July 22, 2015 to July 24, 2015.

Board Chair Marilyn Gamm appointed Chad Herring clerk pro-tem for this meeting.

Executive Committee Members Present:

Marsha Anson
James Ephraim
Marilyn Gamm
Chad Herring
Mihee Kim-Kort
Melinda Lawrence Sanders
David Shinn
Jo Stewart
Kevin Yoho

Staff Members Present:

Terri Bate
Barry Creech
Hunter Farrell
Kathy Francis
Debbie Gardiner
Rhashell Hunter
Sara Lisherness
Earline Williams

July 22, 2015 Session

The meeting was called to order with prayer and devotional by Mihee Kim-Kort.

Chad Herring and Jo Stewart presented a discussion from the Mission Work Planning Team. David Shinn, Marsha Anson and Berry Creech led the Executive Committee through a set of generative questions about the current and possible future work of the Agency. Earline Williams and Chad Herring offered a financial update.

The Executive Committee then sat in business session to consider two items of business.

MOTION: That the Executive Committee appoint Glen Snider as the replacement for Marci Glass on the Ghost Ranch Governing Board from June 1, 2015 to May 31, 2016. Seconded and Carried.

MOTION: To permit the use of the chapel, consistent with the center's chapel and building use policy, for any couple bearing a lawfully issued marriage license. Seconded and Carried.

Following the business session, the Executive Committee discussed a referral from the April Board Meeting.

Gamm appointed an Executive Committee task force (Jo Stewart, Mihee Kim-Kort, Kevin Yoho) to consider options for a churchwide conversation on the mission, priorities, and structures of the PMA, to bring back to the Executive Committee recommendations to bring to the Board in response to the April Referral.

Jo Stewart led the committee in exploring ways of strengthening the relationship between Agency staff and board members.

MOVED that the Executive Committee convene in closed session as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel, litigation and property matters with only voting members of the Executive Committee to attend all or part of the closed session. Seconded and Carried.

The Executive Committee sat in closed session.

Gamm reminded the committee that “only the Executive Committee and others invited may remain and they are bound to hold all matters discussed as confidential. We remind those remaining that this meeting may not be recorded or shared in any manner, including but not limited to, sharing through various types of social media, such as blogs, Twitter, or Facebook.”

Discussion about various personnel matters ensued.

MOTION to arise from closed session. Seconded and carried.

Gamm called the meeting back to order and announced that no actions were taken in closed session.

The Executive Committee sat in recess.

July 23, 2015 Session

The Executive Committee reconvened at 5 pm on July 23, 2015, at the offices of the Presbytery of Philadelphia. Earlier in the day, members of the board and the staff visited four local ministries: First Presbyterian Church Germantown, Freedom School; The Common Place; Beacon New Church Development; and Christ’s Presbyterian Church.

Hunter Farrell offered an update on the Educate a Child initiative.

Following the update, the Chair recognized a need for additional conversation in closed session.

MOVED that the Executive Committee convene in closed session as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel, litigation and property matters with only voting members of the Executive Committee to attend all or part of the closed session. Seconded and Carried.

The Executive Committee sat in closed session.

Gamm reminded the committee that “only the Executive Committee and others invited may remain and they are bound to hold all matters discussed as confidential. We remind those remaining that this meeting

may not be recorded or shared in any manner, including but not limited to, sharing through various types of social media, such as blogs, Twitter, or Facebook."

Discussion about various personnel matters ensued.

MOTION to arise from closed session. Seconded and carried.

Gamm called the meeting back to order and announced that no actions were taken in closed session. Staff members rejoined the room, and Yoho led those assembled in a closing devotional and prayer.

The Executive Committee sat in recess.

July 24, 2015 Session

The Executive Committee reconvened at 9 am at the offices of the Presbytery of Philadelphia. Ephraim opened our time with group devotional and prayer.

Staff and board members discussed the April 2015 Board meeting evaluation and offered feedback on improving the structure of upcoming board meetings.

The board discussed the importance for cultural proficiency and humility training. Common agreement was shared about the importance of the training, the need for training that was sensitive to the history and culture of the Presbyterian Church (U.S.A.), and an intention to provide the training annually if possible. Shinn, Kim-Kort, and Herring agreed to work with Rhashell Hunter to plan for the September 2015 meeting.

Creech led the committee through the PMA Review Committee draft report conversation, and received comments that might be used for a response to their work.

The Executive Committee decided to ask the Nominating and Governance Subcommittee to proposed recommendations regarding board structure and role, corresponding to the PMA Review Committee observation.

MOTION to adjourn. Seconded and carried.

Gamm closed the meeting with prayer at 12:05 pm EDT.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Rev. Chad Herring". The signature is stylized and cursive.

Chad Herring
Clerk Pro-Tem
Executive Committee
Presbyterian Mission Agency Board

Draft – Not Yet Approved

**Minutes of the Executive Committee of the
Presbyterian Mission Agency Board of the
General Assembly of the Presbyterian Church (U.S.A.)
Conference Call
August 28, 2015**

CALL TO ORDER	Marilyn Gamm, Chair, called the meeting of the Executive Committee of the Presbyterian Mission Agency Board (“the Board”) to order with prayer.
ATTENDANCE	Gamm called upon Susan Abraham, recorder for the meeting, to call the roll. A quorum was declared present for the transaction of business.
MEMBERS PRESENT	Marsha Zell Anson – Member-at-large James Ephraim, Jr. – Chair, Justice Committee Marilyn Gamm – Chair, Presbyterian Mission Agency Board Chad Herring – Chair, Finance Committee Mihee Kim-Kort – Member-at-large Melinda Lawrence Sanders – Member-at-large David Shinn – Chair, Worshiping Communities Committee Kevin Yoho – Chair, Leadership Committee
MEMBERS EXCUSED	Josephene Stewart – Vice-chair, Presbyterian Mission Agency Board
<i>Leadership Cabinet</i>	Terri Bate – Senior Director, Funds Development Ministry Barry Creech – Temporary Co-Manager and Director for Policy, Administration and Board Support Rhaskell Hunter – Director, Racial Ethnic and Women’s Ministries Sara Lisherness – Director, Compassion, Peace and Justice Earline Williams – Temporary Co-Manager and Deputy Executive Director for Shared Services
<i>Recorder</i>	Susan Abraham – Staff, Office of the Executive Director
<i>Others</i>	Martha Clark – Staff, Legal Services Ruth Gardner – Staff, Human Resources Denise Hayden – Staff, Office of the Executive Director Leslie Scanlon – Presbyterian Outlook
<u>ACTION – 1-EC-082815</u> BOARD MEETING AGENDA	The Executive Committee VOTED to approve the proposed agenda for the September 2015 Board meeting as presented (Appendix 1).
<u>ACTION – 2-EC-082815</u> EXECUTIVE COMMITTEE	The Executive Committee VOTED to approve the proposed agenda for the September 2015 Executive Committee agenda as presented

MEETING AGENDA

[\(Appendix 2\)](#).

ACTION – 3-EC-082815
ASSIGNMENT OF BUSINESS
TO COMMITTEES

The Executive Committee **VOTED** to approve the assignment of business to committees with the following revision ([Appendix 3](#)):

- List “A.211 Charles H. Cook Foundation Update,” currently listed under the Finance Committee, under the Leadership Committee as well.

The Corporate Property, Legal, and Finance Committee and the Leadership Committee will meet jointly to act on “C.104 How Federal Student Loan Forgiveness in 2017 Affects Undergraduate and Graduate Loans Offered by Financial Aid for Service.”

ACTION – 4-EC-082815
STONY POINT REQUEST

This item was referred to the next meeting of the Executive Committee of the Corporation.

BOARD RESTRUCTURING

Chad Herring reported on behalf of the Nominating and Governance Subcommittee on the work done on “Board Restructuring.” The Subcommittee has had extensive conversations on the subject but did not have any proposals for a new structure as yet.

The Executive Committee clarified that the Nominating and Governance Subcommittee is delegated the task of reviewing the size, structure and scope of the Board. The Subcommittee was directed to bring a proposal for restructuring of the Board, based on their findings, back to the Executive Committee.

CULTURAL HUMILITY
TRAINING PLANS

Rhashell Hunter reported that the planning team is on track with plans for the Cultural Humility training at the Board meeting on Thursday, September 24th. A team of staff and Board members will lead the training. In addition to Hunter, staff will include Sera Chung, Associate for Gender and Racial Justice, and Mark Koenig, Director of Presbyterian Ministry at the United Nations.

ACTION – 5-EC-082815
CONVENE IN CLOSED
SESSION

The Executive Committee **VOTED** to convene in closed session at 2:41 p.m. to discuss personnel, litigation, and property matters with only voting members of the Executive Committee and Ruth Gardner.

ACTION – 6-EC-082815
RISE FROM CLOSED
SESSION

The Executive Committee **VOTED** to rise from closed session at 3:10 p.m.

The chair reported the following action was taken in closed session:

To give Presbyterian Mission Agency Temporary Co-Managers Barry Creech and Earline Williams each a one-time, \$5,000 performance bonus to be paid no later than December 31, 2015, and to give them each an additional seven days of paid leave to be taken by the end of the second quarter in 2016.

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

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Appendix 2

**ADJOURNMENT AND
CLOSING PRAYER**

There being no further business, the meeting was adjourned with prayer by Gamm at 3:11p.m.

Respectfully Submitted,

Marilyn Gamm

Chair, Presbyterian Mission Agency

Board

Draft – Not Yet Approved

**Minutes of the Executive Committee of the
Presbyterian Church (U.S.A.), A Corporation
Conference Call
September 9, 2015**

CALL TO ORDER Marilyn Gamm, Chair, called the meeting of the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation, meeting concurrently as the Executive Committee of the Presbyterian Mission Agency Board, to order with prayer.

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

MEMBERS PRESENT Marsha Zell Anson – Member-at-large
James Ephraim, Jr. – Chair, Justice Committee
Marilyn Gamm – Chair, Presbyterian Mission Agency Board
Chad Herring – Chair, Finance Committee
Mihee Kim-Kort – Member-at-large
Melinda Lawrence Sanders – Member-at-large
David Shinn – Chair, Worshiping Communities Committee
Josephene Stewart – Vice-chair, Presbyterian Mission Agency Board
Kevin Yoho – Chair, Leadership Committee

Leadership Cabinet Barry Creech – Temporary Co-Manager and Director for Policy, Administration and Board Support
Kathy Francis – Senior Director, Communications
Chip Hardwick – Director, Theology, Formation and Evangelism
Earline Williams – Temporary Co-Manager and Deputy Executive Director for Shared Services

Recorder Susan Abraham – Staff, Office of the Executive Director

Others Gregg Brekke – Presbyterian News Service
Martha Clark – Staff, Office of Legal Services
Ruth Gardner – Staff, Human Resources
Denise Hayden – Staff, Office of the Executive Director
Lisa Robbins – Staff, Human Resources
Leslie Scanlon – Presbyterian Outlook

ACTION – 1-EC-090915
STONY POINT
CONFERENCE CENTER
EMERGENCY ROOF
REPLACEMENT Chad Herring presented the item on behalf of the Property, Legal and Finance Committee. The Executive Committee acting as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation, **VOTED** to approve the following resolutions from the Committee ([Appendix 1](#)):

RESOLVED, that the Presbyterian Church (U.S.A.), A Corporation (“Corporation”) approves advancing the amount of One Hundred and Twenty Thousand Dollars (\$120,000) from the capital reserve budget to pay on behalf of Stony Point Conference Center for emergency roof replacements, said advancement being conditioned upon the replenishment of these advanced funds as follows:

Repayment shall be made annually, on or before December 31st, in equal amounts over a 10 (ten) year period. If excess revenue from Stony Point Conference Center annual operations is available, those funds will be set aside to reduce the advance balance, and will be remitted to the Corporation in the 1st quarter of the following year.

Further resolved to direct PMA Director of Theology, Formation and Evangelism, PMA Director of the Treasury, and the Co-Directors of Stony Point Conference Center to bring revisions to Milestones to include capital advances by the September 2015 Board Meeting.

Funds will be released by the Corporation to the vendor(s) which perform the roof work as the contracted work is completed, inspected, and signed off by the PMA Director of Theology, Formation and Evangelism and the Co-Directors of Stony Point Conference Center.

ACTION – 2-EC-090915
EXTENSION OF
EXECUTIVE
COMMITTEE’S
TEMPORARY LEADERSHIP
ACTIONS

The Executive Committee acting as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation, **VOTED** to approve the following resolution ([Appendix 2](#)):

RESOLVED, in the interest of maintaining continued temporary leadership and during the search for the Interim Executive Director, that the binding effect of the actions of the Executive Committee taken to appoint Barry Creech and Earline Williams the temporary co-managers of the Presbyterian Mission Agency, is extended, and these actions remain in full force and effect until the earlier of the commencement of work of an Interim Executive Director or the February 2016 Presbyterian Mission Agency Board meeting.

ACTION – 3-EC-090915
CONVENE IN CLOSED
SESSION

The Executive Committee **VOTED** to convene in closed session at 2:09 p.m. to discuss personnel, property, and litigation matters with only members of the Executive Committee to attend the closed

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session, and with the following individuals to attend portions or all of the meeting:

1. Ruth Gardner
2. Lisa Robbins

**ACTION – 4-EC-090915
RISE FROM CLOSED
SESSION**

The Executive Committee **VOTED** to rise from closed session at 3:23 p.m. No actions were taken in closed session. Gamm announced that the Executive Committee called a meeting for Monday, September 14 at 5:00 p.m. EDT via teleconference.

**ADJOURNMENT AND
CLOSING PRAYER**

There being no further business, the meeting of the Executive Committee was closed with prayer at 3:24 p.m.

Respectfully Submitted,

Marilyn Gamm
Chair, Presbyterian Mission Agency Board

Presbyterian Mission Agency Board
Executive Committee

Called Meeting Full Record

September 14, 2015 – 5:00 p.m. EDT – Teleconference

Upon duly issued call of the Chair of the Presbyterian Mission Agency Board, voting members of the Executive Committee of the Presbyterian Church (USA), A Corp., met by conference call on September 14, 2015, at 5:05pm, EDT.

The meeting was called to order with prayer by Presbyterian Mission Agency Board Chair Marilyn Gamm.

Gamm appointed Chad Herring clerk pro-tem for this meeting, and called the roll:

Present:

James Ephraim

Marilyn Gamm

Chad Herring

Mihee Kim-Kort

David Shinn

Melinda Lawrence Sanders

Jo Stewart

Joining the call later in the meeting:

Kevin Yoho

Absent from the call:

Marsha Anson

Gamm entertained a motion to move into closed session to discuss personnel matters, and recognized Jo Stewart.

MOVED that the Executive Committee convene in closed session as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel matters with only voting members of the Executive Committee to attend all or part of the closed session.

Seconded and carried.

The committee sat in closed session.

Gamm reminded the committee that “only the Executive Committee and others invited may remain and they are bound to hold all matters discussed as confidential. We remind those remaining that this meeting may not be recorded or shared in any manner, including but not limited to, sharing through various types of social media, such as blogs, Twitter, or Facebook.”

Discussion about various personnel matters ensued.

MOTION to arise from closed session. Seconded and carried.

PRESBYTERIAN MISSION AGENCY BOARD

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Gamm called the meeting back to order and announced that no actions were taken in closed session.

MOTION to adjourn and close with prayer. Seconded and carried.

Gamm closed the meeting with prayer at 6:50pm EDT.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read "Chad Herring". The signature is fluid and cursive, with a large initial "C" and "H".

Chad Herring
Clerk Pro-Tem
Executive Committee
Presbyterian Mission Agency Board

ITEM H.102
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. Worshipping Communities	X	H. Executive Committee	

Subject: Appointments by the Presbyterian Mission Agency Board Chair

Recommendation:

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

A. Nominating and Governance Subcommittee, Class of 2017:

- 1. Mark Brainerd**
- 2. Jeffrey Joe**

Background:

According to the charter of the Board Nominating and Governance Subcommittee, members of 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.”

Other Members:

- Mihee Kim-Kort ‘16
- Marianne Rhebergen ‘16
- Andrew Barron ‘17
- Melinda Lawrence Sanders ‘17

B. Personnel Subcommittee, Class of 2017

- 1. Cecil Corbett**
- 2. Nancy Ramsay, At-large Member (second term)**
- 3. Kevin Yoho**

Background:

From the *Presbyterian Mission Agency Manual of Operations*:

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 as 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. Members may serve one additional two-year term.

Other Members:

- Jo Stewart, Chair
- Kenneth Godshall, At-large Member '17

C. Restricted Funds Oversight Subcommittee, Class of 2017

1. Susan Osoinach

Marci Glass – appointed as chair.

Background:

From the *Presbyterian Mission Agency Manual of Operations*:

The Presbyterian Mission Agency Board Restricted Funds Oversight Subcommittee shall be composed of four (4) voting members of the Presbyterian Mission Agency Board and one co-opted member with special expertise, representing a presbytery or congregation. The Board chair shall annually appoint a Board voting member of the committee as chair of the committee. Membership will be determined in the following ways:

- (1) The four voting members of the Presbyterian Mission Agency Board shall be appointed by the Board chair and ratified by the Presbyterian Mission Agency Board Executive Committee. The four members shall be arranged in classes representing two-year terms and eligible for a second term, so long as such person continues to serve as a member of the Presbyterian Mission Agency Board.
- (2) The co-opted member representing a presbytery or congregation shall be appointed by the Board chair and ratified by the Presbyterian Mission Agency Board Executive Committee. This member will serve a two-year term, be eligible for a second term, and may be a Presbyterian Mission Agency Board voting member.
- (3) All members shall have voice and vote.

Other Members:

2. Alan Ford, Co-opted Member '16
3. Kevin Yoho '16
4. Marci Glass '16

D. Foundation Work Group

1. Josephene Stewart – re-appoint until September 2016

Background:

At the April 2013 meeting, the Board **VOTED** to approve an amendment to item 1 of the Framework section of the Executive Committee's December 3, 2008 action establishing the Presbyterian Mission Agency (f/k/a General Assembly Council)/Foundation Work Group ("Work Group") so that the Work Group will consist of the chair of each entity's board as well as one (1) additional board member from each entity as appointed by the entity's chair.

**ITEM H.103
 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. Worshipping Communities	X	H. Executive Committee	

Subject: Celebration of Holy Communion

Recommendation:

- 1. That the Executive Committee approve the following request from the Board of Pensions:**

The Board of Pensions on behalf of the Presbyterian CREDO program requests permission to serve communion at Presbyterian CREDO conferences offered on the following dates:

2016 CREDO Conference dates	
Dates	Location
March 6-14, 2016	Mo Ranch
March 28-April 4, 2016	Roslyn (RO)
April 18-25, 2016	Ferncliff
May 2-9, 2016	Wooded Glen
May 16-23, 2016	Lake Logan (RO – year 2)
June 6-13, 2016	Lake Logan (RO)
Sept. 12-19, 2016	Roslyn
October 3-10, 2016	Ferncliff
October 18-24, 2016	Wooded Glen (RO – year 2)
October 31 – Nov. 7, 2016	Solomon
Nov. 8-14, 2016	Wooded Glen (RO)

Background:

Each team is comprised of eight faculty members. All officiants and servers are ordained Teaching Elders and Ruling Elders in the Presbyterian Church (U.S.A).

As history, Presbyterian CREDO was begun in 2005 by adopting and adapting the model of CREDO from the Church Pension Group of the Episcopal Church. As of June, 2015, we have offered 60 conferences for over 1,600 of our clergy and Presbytery staff. Each conference is eight days in length, and the rhythm of each day includes worship, plenary sessions, workshops, individual consultations, some fun activities, and time for reflection and discernment. Conferences are designed to offer renewal for participants and an opportunity to be attentive to the workings of the Holy Spirit within them. We focus on four component areas: Spiritual Development, Vocation, Health and Finance.

- 2. That the Executive Committee approve the celebration of Holy Communion at the following events sponsored by Racial Ethnic & Women's Ministries this fall. An ordained teaching elder will administer communion at each of these events.**

- **October 1-3 Study on the Status of Women Consultation, Chicago, IL**
- **October 22-25 Racial Ethnic & New Immigrant Seminarians Conference, Clinton, TN**
- **November 5-7 Race & Ethnicity Conference, Stony Point, NY**
- **November 10-12 Native American Leadership Development Institute, Greensboro, NC**
- **November 11-13 Racial Ethnic & New Immigrant Coaches Training Event, Greensboro, NC**
- **November 12-14 Women of Color Consultation, Greensboro, NC**

Background:

Racial Ethnic & Women's Ministries holds a number of leadership training events as well as consultations each year. These leadership events focus on developing racial ethnic, new immigrant, women and young adult transformational leaders. The ministry area does this through training and coaching events and leadership development institutes. Communion is served during these events.

3. That the Executive Committee approve the requests from the Office of Mid-Council Relations to celebrate Holy Communion at the:

- **Polity Conference, Opening Worship on Sunday, October 11.**
- **Worship at the pre-conferences, Association of Mid Council Leaders, Association of Stated Clerks, General Assembly Committee on Representation (Synod Committees on Representation will be their guests), Moderators Conference, New Stated Clerk Training on Friday, October 9 - Sunday, October 11.**

FOR INFORMATION:

The chair and vice-chair approved the request to serve Holy Communion, administered by the Rev. Lakeisha Bradshaw and the Rev. Denise Anderson, at the Racial Ethnic Executive Leadership Institute at the Montreat Conference Center on August 21, 2015.

Background:

Racial Ethnic & Women's Ministries held its Racial Ethnic Executive Leadership Institute at the Montreat Conference Center on August 19-21. The event provides racial ethnic women and men with an opportunity to enhance their leadership skills, to network and to be intentional about pursuing leadership roles and positions in the Presbyterian Church (U.S.A.). Many of the participants were nominated by mid council leaders.

Racial Ethnic & Women's Ministries sponsors two to three leadership institutes each year. The leadership institutes identify, inspire, equip and connect racial ethnic persons, new immigrants, women and young adults to serve in leadership positions in the Presbyterian Church (U.S.A.). These events strengthen and nurture the gifts of racial ethnic persons, new immigrants and women and inspire them to greater leadership roles in the church.

**ITEM H.104
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: Changes to the *Presbyterian Mission Agency Manual of Operations*

Recommendation:

- A. That the Executive Committee approve the proposed changes to Appendix 2B of the *Presbyterian Mission Agency Manual of Operations* and submit the changes to the Board for information.**

<p align="center">Recommended Changes (Additions are underlined, deletions are shown with a strike through)</p>	<p align="center">Rationale</p>
<p>Appendix 2B: "General Assembly Ministries"</p> <p>I. Mission Ministries:</p> <p>A. Evangelism and Church Growth</p> <p>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.</p> <p>B.A. <u>Compassion, Peace and Justice</u></p> <p>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</p>	<p>At the June 25th meeting, the Executive Committee approved the Executive Director's recommendation to:</p> <p>Merge the Evangelism and Church Growth Ministry Area and the Theology, Worship and Education Ministry Area into a new Theology, Formation and Evangelism Ministry Area.</p> <p>The coming together of these two ministry areas allows for programs and staffs which support leadership development, Christian formation/discipleship, the formation and reformation of worshiping communities, evangelism, and theological rigor to learn from and partner with each other.</p> <p>The revisions proposed in Appendix 2B in the <i>Manual of Operations</i>, reflect the changes previously approved by the Executive Committee, and do not require Board approval.</p>

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.B.~~ Racial Ethnic and Women's Ministries

The Racial Ethnic and Women Ministries 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.~~

C. Theology, Formation, and Evangelism

This ministry area seeks to support churches and church leaders in terms of leadership development, Christian/theological/ecclesiological formation, and evangelism. The ministry is divided into two units, Theology and Evangelism.

<p><u>Theology includes (1) Theology and Worship (Company of New Pastors, Small Church Residency Program, Financial Aid for Service, interfaith, and worship resources), (2) Theological Education (support of seminaries), and (3) Congregational Ministries Publishing (discipleship curriculum for all ages). The Evangelism unit includes (1) 1001 New Worshiping Communities, (2) Youth/College/Young Adults/Camps and Conferences, (3) New Beginnings church revitalization efforts, and (4) evangelism resources.</u></p> <p>E. <u>D.</u> World Mission</p> <p>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.</p>	
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B. That the Executive Committee forward the proposed changes to the *Presbyterian Mission Agency Manual of Operations* to the Presbyterian Mission Agency Board with a recommendation for approval.

<p>Recommended Changes (Additions are underlined, deletions are shown with a strike through)</p>	<p>Rationale</p>
<p>IV. Citation of Major Documents, page 3</p> <p>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</p>	<p>The Mission Policy Guide is a resource that contains brief descriptions of major actions of the General Assembly (GA) from 1973 through the current GA. It was intended to assist persons doing research on actions of the General Assembly by directing them to the appropriate General Assembly Minutes for the full official action. It was available in print</p>

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Executive Director’s Office

Appendix 5

<p>available by request.</p> <p>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.</p> <p>B.A. 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.</p> <p>C.B. “Policies Regarding Public Statements by the Board” approved by the Presbyterian Mission Agency Board (Appendix 3).</p> <p>D.C. Current Mission Work Plan.</p> <p>E.D. Organization for Mission.</p> <p>F.E. Seeking to be Faithful Together: Guidelines for Presbyterians During Times of Disagreement.</p>	<p>format until four years ago when it became an online product with the database accessible through the website.</p> <p>A lot of work each year went into keeping it current with GA actions. However, we were not sure of the impact of that effort. After the 2014 GA, we made the decision to continue doing the work but to take down the online link in order to determine if it was widely used. We went over a year, and had only one request from someone within the Executive Director’s Office. This told us that no one was using it, and that the impact of all that work to update it each year was negligible. Work without impact gets stopped, so we stopped the Mission Policy Guide.</p> <p>Actions taken by GA are available on the web at http://index.pcusa.org. It covers 1987-2012 Minutes, and OGA will be adding 2014 soon.</p>
<p>Appendix 1C: “Presbyterian Mission Agency Board Committees and Task Forces”</p> <p>I.B.2.a “Leadership Committee”</p> <p>Relationships</p> <p>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.</p> <p>1) Board-related committees</p> <p> a. None</p> <p>2) Missional relationships:</p> <p> a. Presbyterian Council for Chaplains and Military Personnel – PCCMP</p> <p> b. Association of Presbyterian Church Educators – APCE</p> <p> c. Association of Presbyterian Colleges and Universities – APCU</p>	<p>The Presbyterian Mission Agency has had a long and vibrant relationship with the Association of Presbyterian Colleges and Universities (APCU), celebrated most recently with the approval of a missional relationship agreement in 2012.</p> <p>This relationship was not noted in the Manual of Operations, with other missional relationships, and the linkage between APCU and the Leadership Committee was not clearly stated. This amendment remedies both concerns.</p>

Item H.205 Information

Subject: Comments on Overtures

As an entity of the General Assembly, the Presbyterian Mission Agency Board is permitted to provide communications and resource material to General Assembly commissioners as they consider items of business. These communications and resource material are referred to generically as “comments.”

Mission Agency Board Comments may be made on overtures, or on any other business that comes to the General Assembly, except for business submitted by the Mission Agency Board.

Comments:

- may not introduce new business.
- are always in relation to specific items of business, and may not express general concerns.
- are typically used to provide additional information to commissioners about existing work done by the Mission Agency, so that commissioner consideration of business proceeds with a full awareness of work that is already being done.
- may also advise commissioners of particular constraints on the work of the Mission Agency, so that commissioners are aware of the implications that would follow if a particular item of business were to be approved.
- are not voted upon by the General Assembly, instead they are read as commissioners consider the items at hand. Commissioners vote only on the recommendations.

Process:

- As overtures are published by the Office of the General Assembly, the Executive Director’s Office makes preliminary assignments to offices within the Presbyterian Mission Agency. Reports from other agencies or task forces and advocacy/advisory committees are reviewed in the Executive Director’s Office, unless the subject matter is directly related to a particular office.
- These offices make determinations on whether a comment from the Mission Agency might be useful to General Assembly commissioners and advisory delegates.
- If it is determined that a comment would be useful, then the office drafts a comment for review by the Executive Director’s Office.
- As comments are reviewed by the Executive Director’s Office, requests for clarification and/or additional comments may result.
- Once approved by the Executive Director’s Office, the comments are forwarded to the April meeting of the Presbyterian Mission Agency Board prior to the General Assembly.
- Comments are then reviewed in Mission Agency Board committees based on their content. Subjects outside the purview of a particular committee are reviewed by the Executive Committee.

- These committees make recommendations regarding the comments to the Presbyterian Mission Agency Board. Once approved, the comments are forwarded to the General Assembly. (Note, while Mission Agency practice has been for the Mission Agency Board to approve all comments prior to submission to the General Assembly, in some of the other agencies, comments are a staff function.)

**The rules for “comments” derive from this excerpt from
the Standing Rules of the General Assembly (A.4.)**
(Underlines are for particular emphasis in this presentation.)

4. Communications and Resource Material

**Provide
Comment
or Advice**

a. Communications and resource material provide comment or advice on business already under consideration by the assembly and shall neither contain nor constitute business to be considered by the assembly. Communications may be directed to the General Assembly

(1) by entities of the General Assembly that desire to comment on a single item of business coming before the General Assembly from any source other than their own entity, but which do not introduce new business.

(2) by organizations in which the Presbyterian Church (U.S.A.) holds membership, and

(3) by other denominations in correspondence with the General Assembly.

**Forty-five
Day
Deadline**

b. All communications intended for consideration by the General Assembly shall be forwarded to the Stated Clerk, postmarked no later than forty-five days before the convening of the General Assembly.

**Resource
Materials**

c. Resource material (except for previously published books), including advice and counsel memoranda from advocacy and advisory committees, shall be prepared as necessary by entities of the General Assembly and shall not exceed 1,000 words on each item of business referred. This material shall be submitted to the Stated Clerk, postmarked no later than forty-five days before the convening of the assembly meeting, who shall then publish (print or electronic) and distribute the material to all commissioners prior to the assembly.

**Advice and
Counsel
Memoranda**

d. Advice and counsel memoranda are resources prepared by the Advisory Committee on Social Witness Policy, Advocacy Committee for Racial Ethnic Concerns, and the Advocacy Committee for Women’s Concerns for the purpose of providing information about existing policy, current work on specific topics, recent developments, and other factors useful to commissioners as they consider issues before the assembly.

ITEM H.207 INFORMATION

Subject: Communications Ministry

It's been one year since the Strategic Communications Plan for the Presbyterian Mission Agency was finalized. The plan was the result of seven months of research during which we reached out to some 400 constituents throughout the church. Below are a few highlights as we work to implement the plan.

➤ **New Presbyterian Mission Agency Website**

Simple and intuitive – that's been the mantra for the new PMA website. With over 100,000 pages to wade through on the current website, it's been a massive project. Individual and group meetings have been held with all of the ministry areas to gain input. A local firm – Digital Business Solutions – is developing the site, with input from our in-house IT team. We are about to enter the design phase, followed by development. The new site will feature a robust search engine, built-in redundancies and “responsive design” that will enable easier viewing on mobile devices. Storytelling is the driving factor for the site, with inspiring stories of mission told on every page using strong photos. Keep in mind that this is an overhaul of the PMA site only. A separate effort is under discussion with regard to the PC(USA) home page.

➤ **Social Media**

Over the last year, we have increased our social media efforts in several ways to spread awareness of the work being done within the Presbyterian Mission Agency and the Church. Our most active social media channels have a combined potential reach of 4.4 million people per month. We are also exploring how to best utilize social channels such as Periscope and Snapchat in order to reach the younger demographic in the Church.

➤ **Communications Workshops**

Did you know we now offer communications workshops at mid council meetings? During the research phase for the PMA Communications plan, we heard repeatedly about the need for help in this area. The workshops cover communications planning, media relations and social media. Workshops have already been held (or are upcoming) in Arizona, Nebraska, Washington DC and Pennsylvania. We are also rebuilding the Presbyterian Communicators Network to open channels to mid councils.

➤ **Internal Communications Campaign**

The PMA Communications Plan calls for changing communications “from the inside out.” The purpose of this approach is to change how we communicate *inside* the Presbyterian Center so that it's reflected in communications *outside* of the building. The campaign uses humor to encourage face-to-face communication with “E-mail-free Fridays,” storytelling and

simpler language with fewer acronyms and less insider lingo.

➤ **Focus on Storytelling**

We're telling more stories of mission impact than ever before. We're on track to post more than 800 stories in 2015, twice the number posted in 2014. Our mission stories are posted via the Presbyterian News Service and then shared across social media channels. Once complete, the new website will be our hub for storytelling. The goal is to write a story once and then utilize it in multiple ways.

➤ **Digital Communication**

As part of the overall Communications plan we conducted an e-newsletter audit. In February 2015 we reduced the number of monthly newsletters from 84 to 26 by combining those that were related. It's been well received by our readers. We started the year with 76,798 newsletter subscribers. Today we have 114,324 subscribers.

➤ **Publications**

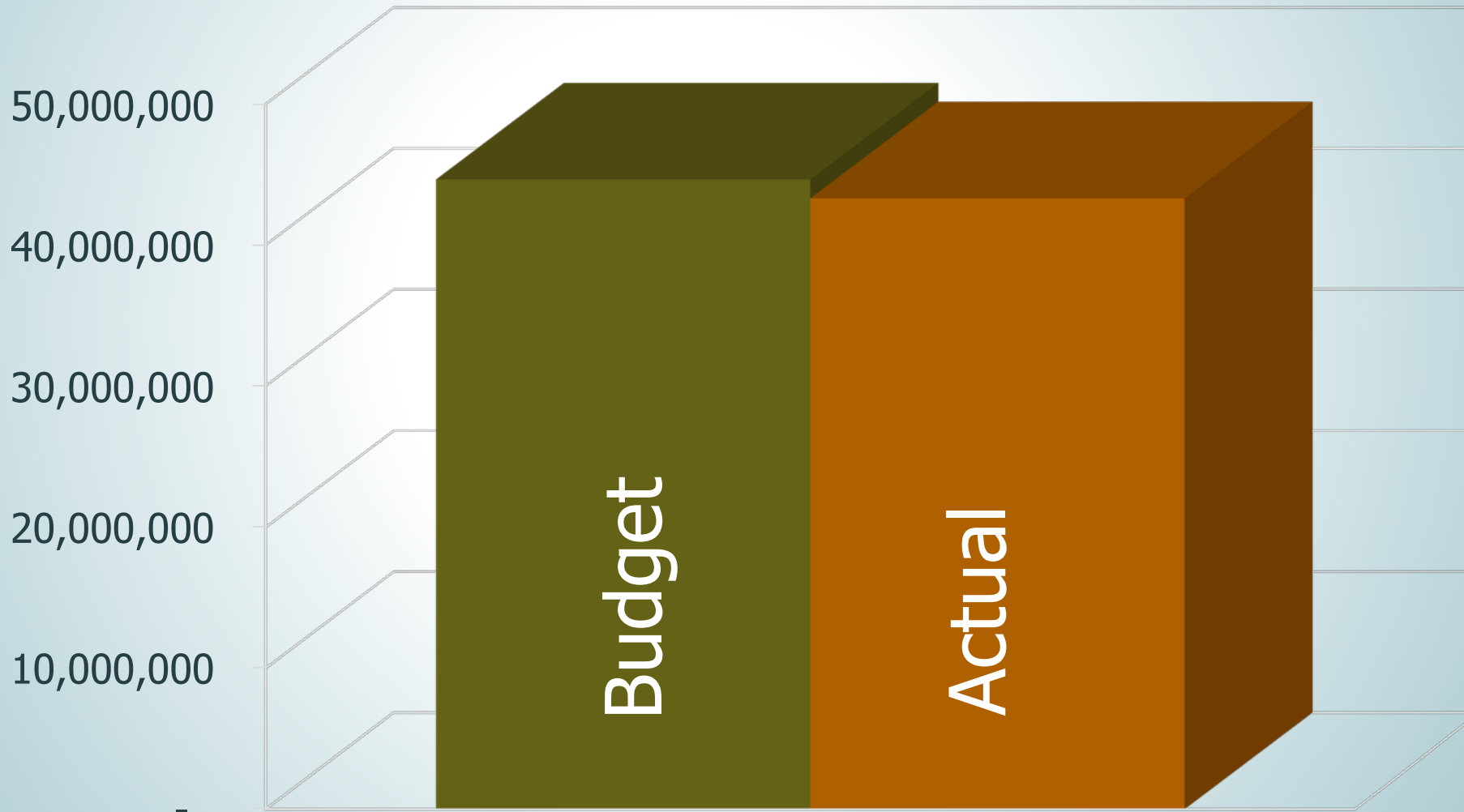
Presbyterians Today transitioned this year to a bimonthly publication. By publishing every other month, we free up capacity of writers and editors to work on other key resources such as the Calendar, the Mission Yearbook and our storytelling hub on the new website. The Mission Yearbook will be an online-only free digital resource starting in 2016.



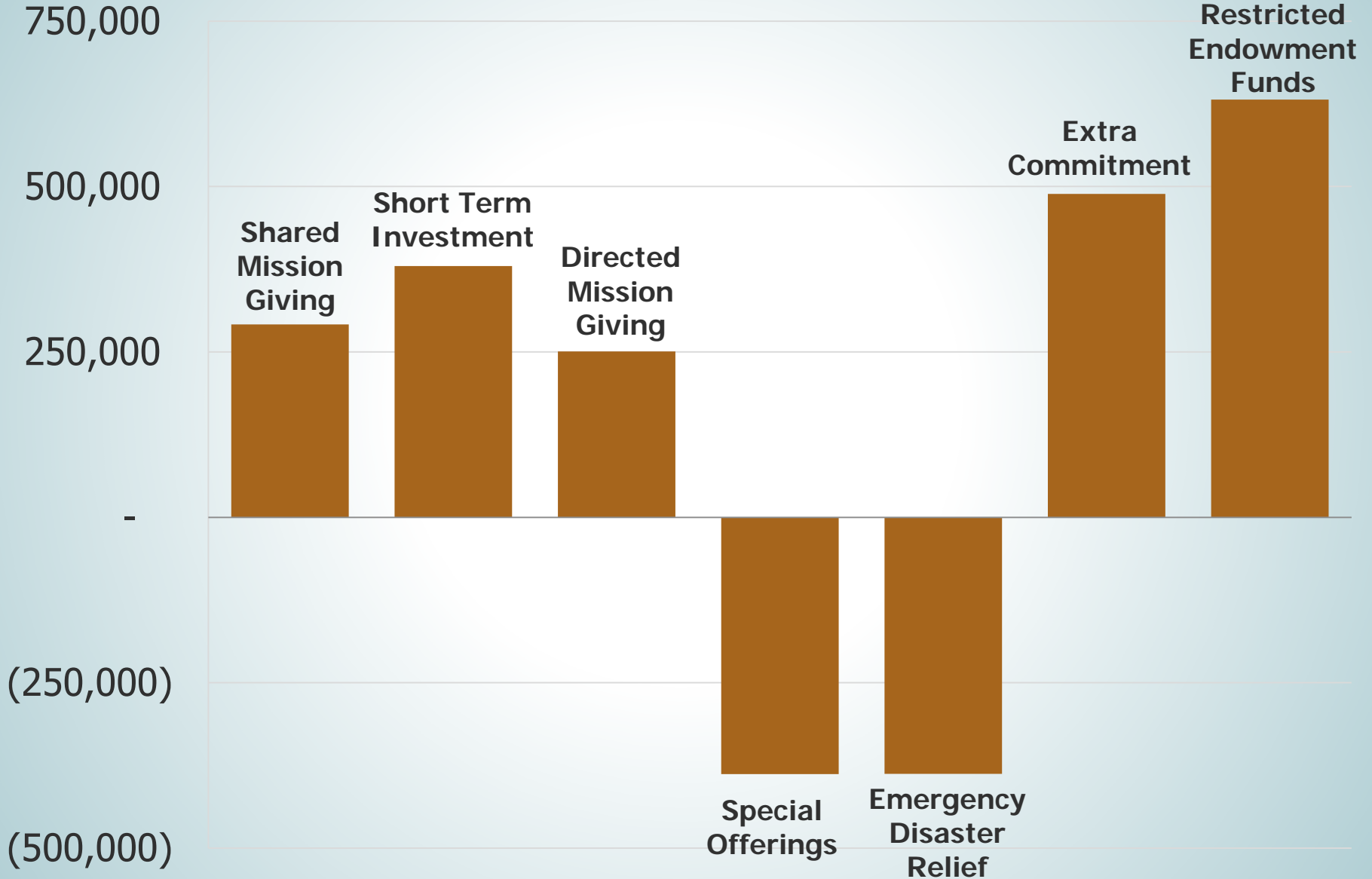
Financial Update September 2015



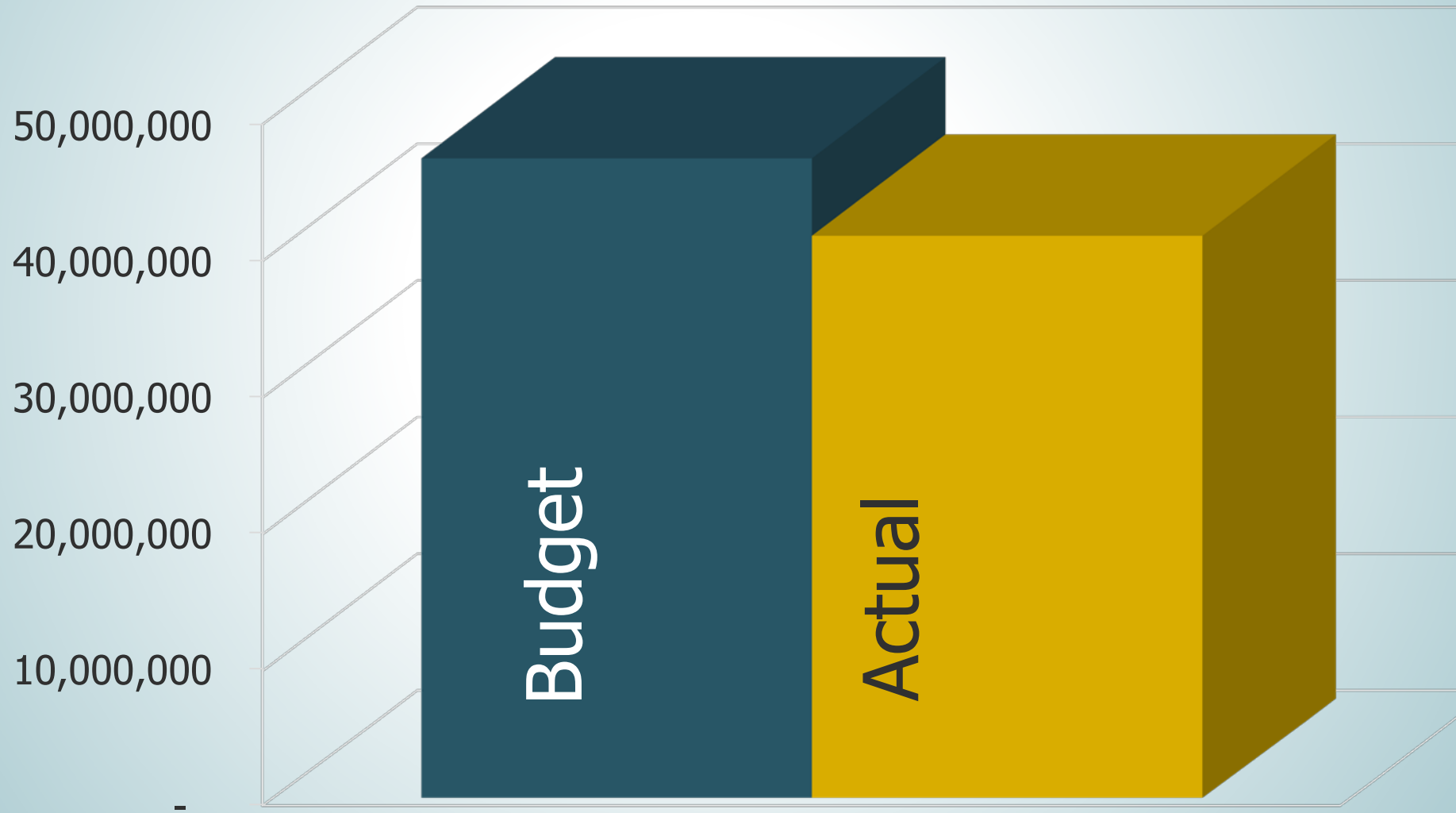
Presbyterian Mission Agency August 31, 2015 - Receipts



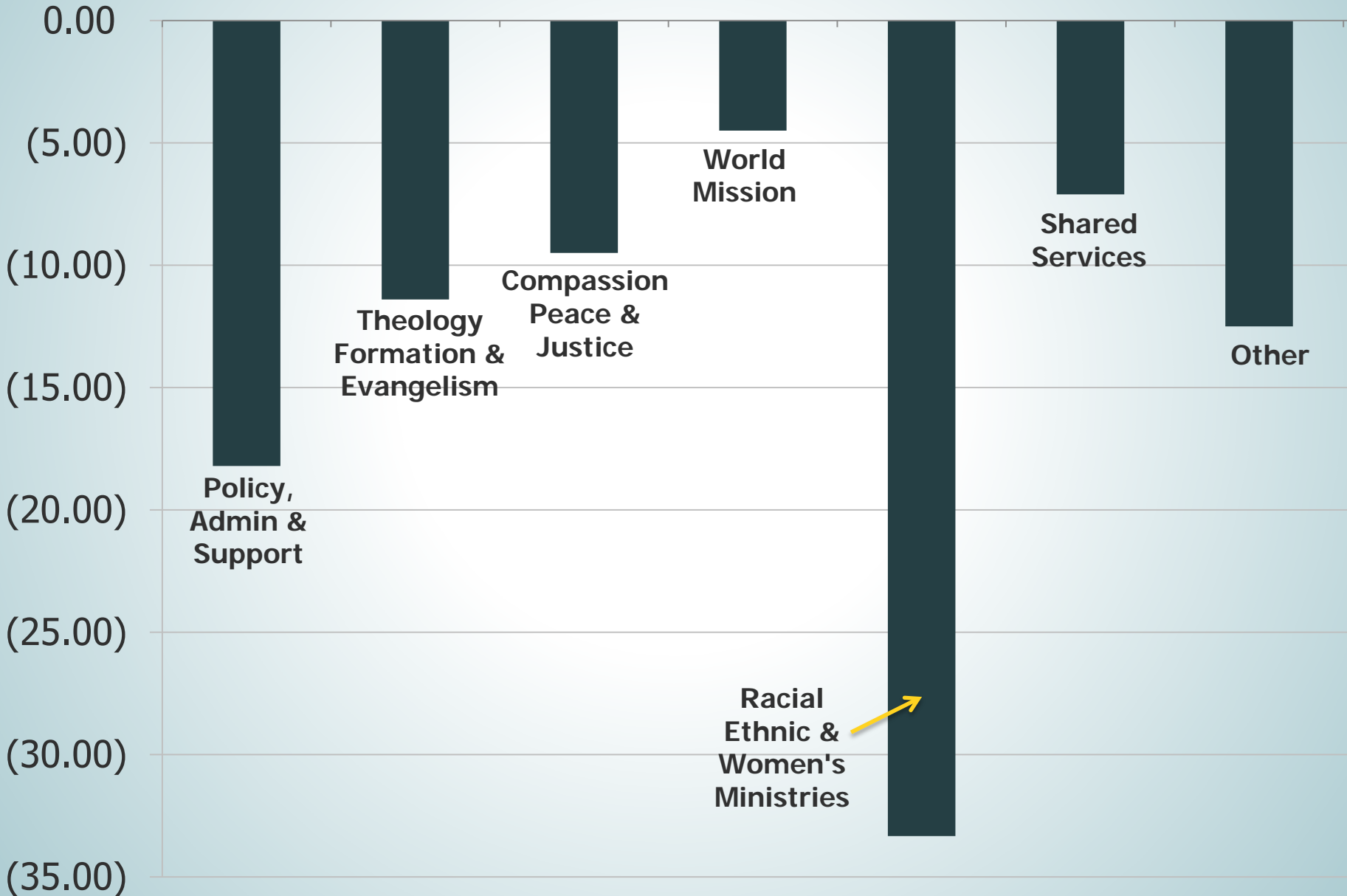
Receipts Budget Variance



Presbyterian Mission Agency August 31, 2015 - Expenditures

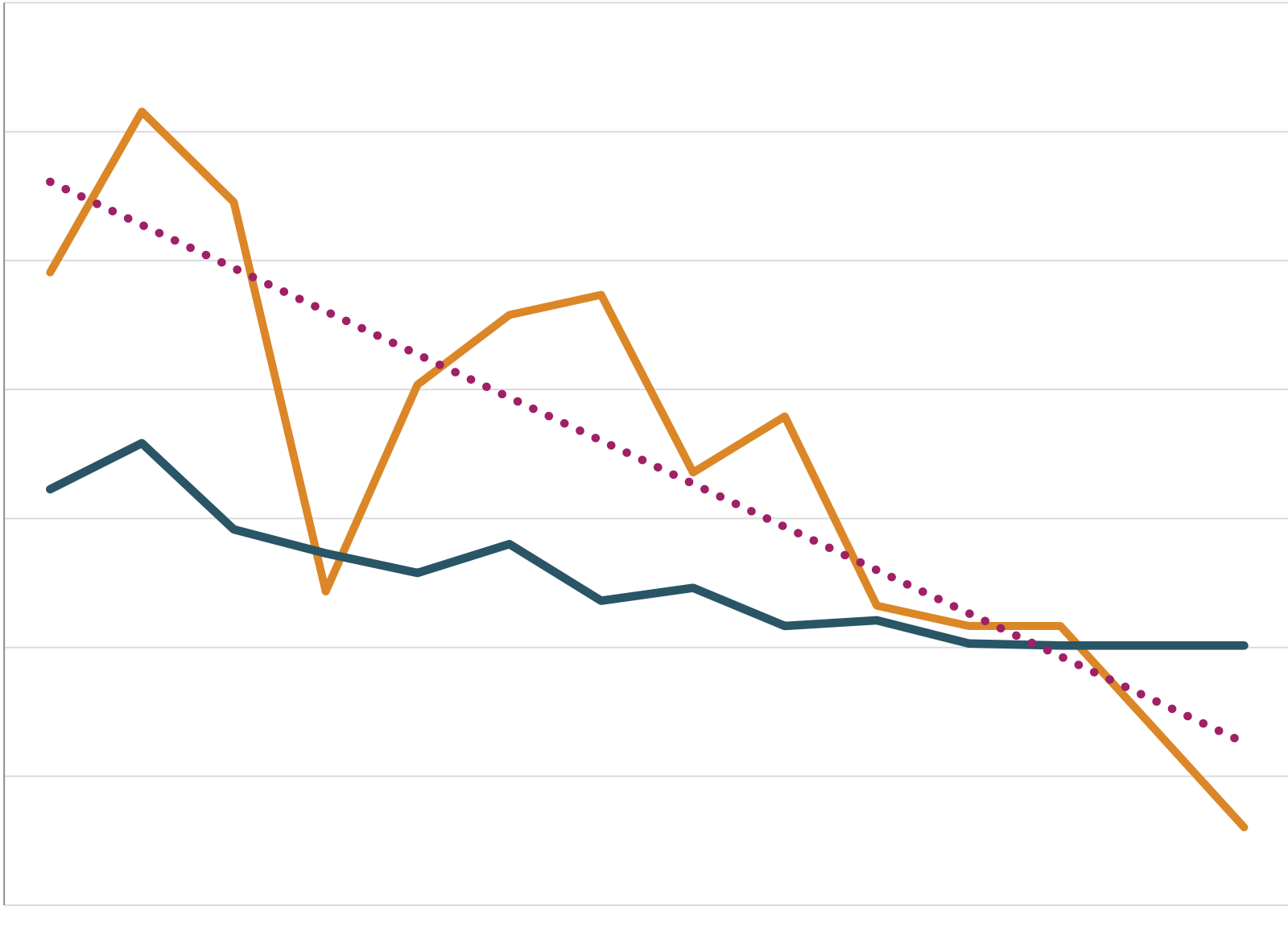


Expenditures Budget Variance



Presbyterian Mission Program Fund – 10 Year History 2015-2016 Budget and 2017-2018 Projections

\$30,000,000
\$25,000,000
\$20,000,000
\$15,000,000
\$10,000,000
\$5,000,000
\$-
\$(5,000,000)



2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
(Budgeted) (Projected)



PRESBYTERIAN MISSION AGENCY BOARD
September 23-25, 2015
Restricted Funds Oversight Subcommittee

Appendix 9

ITEM H.105
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: 2015 General Assembly Mission Restricted Funds Grants

Recommendation:

That the Presbyterian Mission Agency Board (“PMAB”) Executive Committee forward the attached list of General Assembly Mission restricted funds grants to the PMAB with a recommendation for approval.

Background:

The 209th General Assembly (1997) approved a process whereby all councils could apply directly for the use of certain restricted General Assembly funds. The report further provided that funds “identified as consistent with the ongoing mission of a General Assembly entity [assigned funds] . . . are generally not on the table for partnership consideration.” Those remaining funds that are unassigned are made available using an extensive process that is mailed to all councils and is posted on the Presbyterian Church (U.S.A.) website each year by March 1.

The Restricted Funds Oversight Subcommittee (“RFOS”) is charged with providing oversight and guidance of the application process, reviewing applications for unassigned restricted funds, and making funding recommendations to the PMAB through the Executive Committee.

This year moneys were available from five (5) unassigned restricted funds with a total amount of \$268,482 available for the application process. Most of the available funds are in a single fund (\$237,401) that is restricted to training of ministers for preaching and teaching the Bible in the Western U.S. The amounts available from the remaining funds ranged from \$3,586 to \$18,556.

Mid councils, with five (5) synods not submitting any proposals for potential grants in the synod, recommended 17 applications for these restricted funds to the RFOS. The RFOS carefully reviewed each application and found that, while most of the proposals qualified for consideration, some applications could not be considered because the proposed program description did not fit the donor’s restriction(s) and/or meet the requirements of the grant application process.

Of the 17 applications, seven (7) proposals (see attached list) were selected for funding, totaling \$247,840, which the RFOS recommends to the Executive Committee and the PMAB for approval.

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Restricted Funds Oversight Subcommittee

Item H.105

Appendix 9

2015 General Assembly Mission
Restricted Funds
Grant Recommendations

Synod	Presbytery	Applicant	Fund Number	Fund Restriction	Amount Granted
Rocky Mountains	Western Colorado	First Presbyterian Church; Durango, CO	54120	For medical work and health care among Navajos	2,045
Southwest	Santa Fe	White Rock Presbyterian Church; Los Alamos, NM	54120	For medical work and health care among Navajos	2,045
Lakes and Prairies	Northern Plains	Northern Plains Presbytery on behalf of Bdecan Ministry Team; Grand Forks, ND	54201	For education of Native Americans; historical use benefitted tribes in North Fork, California	1,500
Puerto Rico	-	Synod of Puerto Rico; Mayaguez, PR	59239	Mission program with preference given to advocacy for environment and evangelism	4,850
Alaska-Northwest	-	Presbytery of Inland Northwest; Spokane, WA	70047	Train ministers for preaching and teaching the Bible, Western U.S. area	153,551
Southern California and Hawaii	-	Los Ranchos Presbytery; Anaheim, CA	70047	Train ministers for preaching and teaching the Bible, Western U.S. area	23,850
Southwest	-	Presbytery de Cristo; Phoenix, AZ	70047	Train ministers for preaching and teaching the Bible, Western U.S. area	60,000
Total Amount Granted					\$ 247,840

**ITEM H.204
FOR INFORMATION**

Subject: Special Offerings Review Task Force Interim Report

The Special Offerings Review Task Force was commissioned by the Presbyterian Mission Agency. We have been given several tasks, by the *Organization for Mission* and the General Assembly:

1	Provide for review and evaluation of the causes supported by churchwide special offerings, and consider new causes in light of established criteria.
2	Review performance, accountability, and accumulation of reserves on an annual basis and forward its findings to the Presbyterian Mission Agency (PMA)
3	Send findings and active questions to the successor task force.
4	Make an annual report to the PMAB, and final recommendations to the 222nd General Assembly (2016)
5	Examine the role of Special Offerings within the larger communication and funds development contexts of the denomination
6	Encourage and expand the role of the Special Offerings as a connective tissue of the church
7	Identify what Special Offerings can do best and what steps need to be taken in order to enable them to do that well,
8	Clarify and simplify the process for considering programs and causes to be included in Special Offerings
9	Respond to the PMAB referral regarding the regarding the Historically Presbyterian Racial Ethnic Educational Institutions report.
10	Consider the allocation of Racial Ethnic Leadership Development funds for 2018-2022
11	Work with Communications and Funds Development staff on an ongoing basis in promotion and implementation of the findings of the Special Offerings Task Force

The Special Offerings Review Task Force has, in the last twelve months

- Held a conference call June 6, 2015
- Held a conference call August 11, 2015
- Will meet face-to-face September 22-24, 2015

Our final report and recommendations will be presented to the PMAB at its February 2016 meeting, and then at the 222nd General Assembly (2016).

**ITEM P.201
FOR INFORMATION**

**PRESBYTERIAN MISSION AGENCY REVIEW COMMITTEE
PRELIMINARY DRAFT OUTLINE OF REPORT
APRIL 22, 2015**

WE CELEBRATE...

1. DEDICATED, HARDWORKING, TALENTED STAFF WHO CONTINUE SERVING UNDER DIFFICULT CIRCUMSTANCES
2. INCREASE IN NUMBERS AND RACIAL-ETHNIC DIVERSITY OF NEW WORSHIPPING COMMUNITIES
3. WORLD MISSION EQUIPPING LOCAL CHURCHES
4. CREATIVE WAYS TO PROVIDE SUPPORT FOR AND THE EXPANSION OF YOUNG ADULT VOLUNTEER PROGRAM
5. WORLD MISSION WELL-RESPECTED AROUND THE WORLD
6. IMPACT OF TRIENNIUM
7. SYSTEMS IN PLACE TO DISCOVER PROBLEMS AND WILLINGNESS TO ADDRESS
8. HELPFUL DIRECTIONAL GOALS
9. NEW GRACE AND GRATITUDE CURRICULUM IN ENGLISH AND SPANISH
10. NEW COMMUNICATION PLAN
11. RELATIONAL MINISTRY OF RACIAL/ETHNIC AND WOMEN'S CONCERNS
12. IMPACT OF PRESBYTERIAN DISASTER ASSISTANCE

WE OBSERVE...

1. THE NEED TO LIVE INTO THE CHURCH WE HAVE BECOME/ARE BECOMING
2. COLLABORATION, COMMUNICATION, PEACE AND HEALTH ARE DISRUPTED BY:
 - CULTURE OF ANXIETY, FEAR, DISTRUST AND CONFLICT AVOIDANCE
3. A NEED TO BE INFORMED BY CULTURAL HUMILITY
 - DIRECTIONAL GOAL FOR PMA STAFF
 - INFORM THE CHURCH AS A WHOLE
4. THE TENDENCY FOR PMA STAFF TO EMPHASIZE OUTCOMES AND OUTPUTS WHILE ORGANIZATIONAL CULTURE, PROCESS & MANAGEMENT ARE DEFICIENT
5. NEED FOR STRENGTHENING SPIRITUAL LEADERSHIP FOR AND AMONG THE STAFF
6. MISSION AND PRIORITY DECISIONS SEEM TO BE RESOURCE DRIVEN
7. AN ACROSS-THE-BOARD EMPHASIS ON ORGANIZATIONAL INTEGRITY IN ALL INTERVIEWS
8. A NEED FOR INCREASED TRANSPARENCY, COLLABORATION, CLARITY
9. A DESIRE FOR RECONFIGURATION/RE-ENVISIONING OF BOARD STRUCTURE AND ROLE
 - NEED TO ALIGN BOARD GOVERNANCE STRUCTURE WITH FIDUCIARY AND STRATEGY ROLES
10. A DESIRE FOR A MORE INTEGRATED VISION OF ALL 6 AGENCIES

**ITEM H.200
FOR INFORMATION**

Subject: July 31, 2015 Year to Date World Mission Funds Development Report

A. Mission Co-Worker Sending and Support

	2015 Annual GOAL	2014 YTD July 31, 2014	2015 YTD July 31, 2015	Variance 2014 vs. 2015
Individuals:	\$2,515,000	\$1,170,225	\$1,479,321	\$309,096 126%
*Church Support:	<u>\$4,800,000</u>	<u>\$2,299,542</u>	<u>\$2,607,478</u>	<u>\$307,936</u> 113%
Total Revenue:	<u>\$7,315,000</u>	<u>\$3,469,767</u>	<u>\$4,086,799</u>	<u>\$617,032</u> 118%
<i>*(DMS, ECO cash gifts from churches)</i>				
Expenses:	\$1,705,600	\$1,007,589	\$901,499	(\$106,090) 89%
Total Cash to Need:	<u>\$5,609,400</u>	<u>\$2,462,178</u>	<u>\$3,185,300</u>	<u>\$723,122</u> 129%

Summary:

Our overall revenue for the sending and support of mission co-workers for the seven months of 2015, through July 31 of \$4,086,799 is \$617,032 higher than last year's revenue for the same time period, and is \$525,827 over our projected revenue amount through July 31, 2015. Our year to date fund raising expenses of \$901,499 are 97% of the year to date projection of \$933,222 causing a variance of \$31,723. Year to date cash to WM sending and support of mission co-workers is \$3,185,300. This is \$723,122 over the same period in 2014 and is over our projection for this time period by \$557,550.

Background:

Individuals

Direct response: Our combined individual goal for revenues from individuals this year is \$2,515,000. Through July 31, 2015 we have received \$1,479,321 from individuals. This is 126% of the amount received for the same period last year and is a variance of \$309,096. We have sent six World Mission appeals and although many of our major donors use the direct response envelopes to send their gifts, we have attributed \$308,983 to the direct response effort. This represents 3,694 gifts with an average gift size of \$113.01 and includes 410 gifts made through our return thank you program which brought in \$62,187.47. Our average gift size is excellent as industry standard for average gift in direct response efforts is \$35.00. In addition to the six US postal mailings, we sent one email appeal as a follow up in our spring match challenge which brought in \$7,425. Expenses for our individual efforts of \$616,203 are 99% of the projected YTD expenses of \$621,709 and reflect a difference of \$5,506.

In the early part of this year we worked with our direct mail vendor to strategize and discuss ways we could lower the quantity of mail and reduce the overall 2015 expense budget, while ensuring that we would not reduce revenue. Analyzing donor trends we were able to refine our mailing audience by targeting donors who are "most likely" to give a gift and excluding those "least likely" to give a gift. We made revisions to the initial 2015 plan which will result in a significant reduction in quantity mailed as well as budget reductions.

For our **major donor program** our 2015 revenue of \$943,193 is 99% of the YTD total raised in 2014, causing a negative variance of (\$8,915) when compared to the same time period last year. This revenue total came from 239 donors who made 857 gifts. Expenditures of \$413,073 are 96% of the projected expenses of \$432,052 for this period and show a variance of \$18,980. (Of the total attributed to our major donor relationship work, \$211,504 was received in direct mail envelopes, but not included in the direct mail revenue.)

In the major donor total it's important to note that we received a \$1,000,000 gift from a Presbyterian in Florida to build churches and schools and to strengthen the Evangelical Theological Seminary in Cairo's outreach into Egypt and six other Middle Eastern nations with relevant, Reformed theological education in Arabic. The Florida donor's generous gift made headlines and inspired a couple in California to make a commitment of \$100,000 to this work. We are expecting \$50,000 of this gift to come before the end of August. Although the entirety of these gifts do not go to mission worker sending and support, we know that each of these donors were motivated to give because of the impact of the overall program and project, including mission worker sending and support.

We have continued our work to increase the number of donors who are making monthly recurring gifts. This is an opportunity for growth. Specifically, we have sent every new recurring donor a letter of thanks with contact information for changes they may want to make. Also, more people are becoming recurring donors through online giving. Last year at this time we had 179 donors who were giving recurring monthly gifts for mission worker sending and support. As of July 31, 2015 we have 249 donors who are making 260 gifts per month, amounting to \$14,555 per month. Over the course of the year, these donors will give \$174,660 to the sending and support of co-workers.

Churches – (Church support combines Directed Mission Support (DMS) and Extra Commitment Opportunities (ECO). It also includes mid-council giving.

Our July 31, 2015 YTD church support revenue of \$2,607,478 is 113% of the support received last year for the same period. This is a variance of \$307,936. The church support number includes donations from churches made to DMS, (\$1,845,623) and sending and support ECO (\$748,528.) Our YTD expenditures totaled \$285,297 and were 92% of the budgeted expense amount of \$311,513, causing a (\$26,216) variance.

We had been working with Kirk in the Hills Presbyterian Church on a plan to include a Presbyterian World Mission component in their capital campaign. After many conversations with them and with our partners at CEPAD in Nicaragua, Kirk in the Hills made a \$600,000 commitment to Presbyterian World Mission. We received the first gift of \$200,000 in July, in time to announce the congregation's generosity at the World Mission dinner gathering at Big Tent. Ten percent of this gift will help fund mission co-worker support, while the other 90% will fund the program and construction goals of CEPAD in Nicaragua. Tying in a gift to World Mission as part of a capital campaign is a model of congregational support that we would like to replicate throughout the church.

B. Other projects/programs

For the South Sudan Education initiative we received \$383,292 from January – July 31, 2015. In addition to the South Sudan project, we have added the Grow the Church in Egypt project, and received \$600,000 for this initiative, as already mentioned. The mission worker student enrichment scholarship fund had an additional \$50,000 invested.

**World Mission Fund Raising
Sending and Support
Income Statement
July 31,2015**

Appendix 12

	2014 vs 2015				Month to Date Goal vs Actual				Year to date vs Year Goals			
	YTD July 31, 2014	YTD July 31, 2015	2014 vs 2015 Sending and Support	% of Difference	YTD Goal as of July 31, 2015	YTD July 31, 2015	Goal vs Actual Sending and Support	% of Goal	Goal/Budget	YTD July 31, 2015	Goal vs Actual Sending and Support	% of Goal
Revenue												
*Individuals	1,170,225	1,479,321	309,096	126%	1,346,934	1,479,321	132,387	110%	2,515,000	1,479,321	(1,035,679)	59%
**Churches	2,299,542	2,607,478	307,936	113%	2,214,038	2,607,478	393,440	118%	4,800,000	2,607,478	(2,192,522)	54%
Total Revenue	3,469,767	4,086,799	617,032	118%	3,560,971	4,086,799	525,827	115%	7,315,000	4,086,799	(3,228,201)	56%
Expenses												
Major Gifts	479,712	413,073	(66,639)	86%	432,052	413,073	(18,980)	96%	765,290	413,073	(352,217)	54%
Church Support	312,305	285,297	(27,008)	91%	311,513	285,297	(26,216)	92%	559,652	285,297	(274,355)	51%
Direct Response	215,572	203,130	(12,442)	94%	189,657	203,130	13,472	107%	380,658	203,130	(177,528)	53%
Total Direct Expenses	1,007,589	901,499	(106,090)	89%	933,222	901,499	(31,723)	97%	1,705,600	901,499	(804,101)	53%
Net Funds Available to WM	2,462,178	3,185,300	723,122	129%	2,627,749	3,185,300	557,550	121%	5,609,400	3,185,300	(2,424,100)	57%

*Individuals												
Direct Response	218,117	308,983	90,866	142%	578,405	308,983	(269,422)	53%	1,080,000	308,983	(771,017)	29%
Major Gifts	952,108	943,193	(8,915)	99%	768,529	943,193	174,664	123%	1,435,000	943,193	(491,807)	66%
Other Individual Gifts		223,515	223,515			223,515	223,515			223,515	223,515	
RE/FE - ECO Difference		3,630	3,630			3,630	3,630			3,630	3,630	
Total Individuals	1,170,225	1,479,321	309,096	126%	1,346,934	1,479,321	(94,758)	110%	2,515,000	1,479,321	(1,035,679)	59%

**Church Support												
DMS	1,640,848	1,779,206	138,358	108%	1,638,388	1,779,206	140,818	109%	3,552,000	1,779,206	(1,772,794)	50%
ECO (sending/support)	658,694	814,945	156,251	124%	575,650	814,945	239,295	142%	1,248,000	814,945	(433,055)	65%
Other		14,078				14,078				14,078		
RE/FE - DMS Difference		(751)				(751)				(751)		
Total Church Support	2,299,542	2,607,478	307,936	113%	2,214,038	2,607,478	380,113	118%	4,800,000	2,607,478	(2,192,522)	54%

Project Funding

South Sudan Education & Peace Building (E052172-1)	383,292
Egypt Project (E052179-1 & E052179-3)	600,000
Student Enrichment Scholarship (E052475)	50,000
Partnership Facilitator/Delegation Coordinator, Nicaragua (E200391)	20,000
CEPAD Ministries (E347002)	180,000

Total Funds Received for World Mission

5,320,091



Update on Program Evaluations

Prepared for:

**Executive Committee
Presbyterian Mission Agency Board**

September 23, 2015

Prepared by:

**Rob Fohr
Executive Director's Office
Presbyterian Mission Agency**

Louisville, KY

Goal Relationships

How do directional goals, collective goals, and individual goals interrelate?

OLD MODEL

PMA
SIX DIRECTIONAL
GOALS
MISSION WORK PLAN

PROGRAM/OFFICE
GOALS

PROGRAM
EVALUATION

INDIVIDUAL GOALS

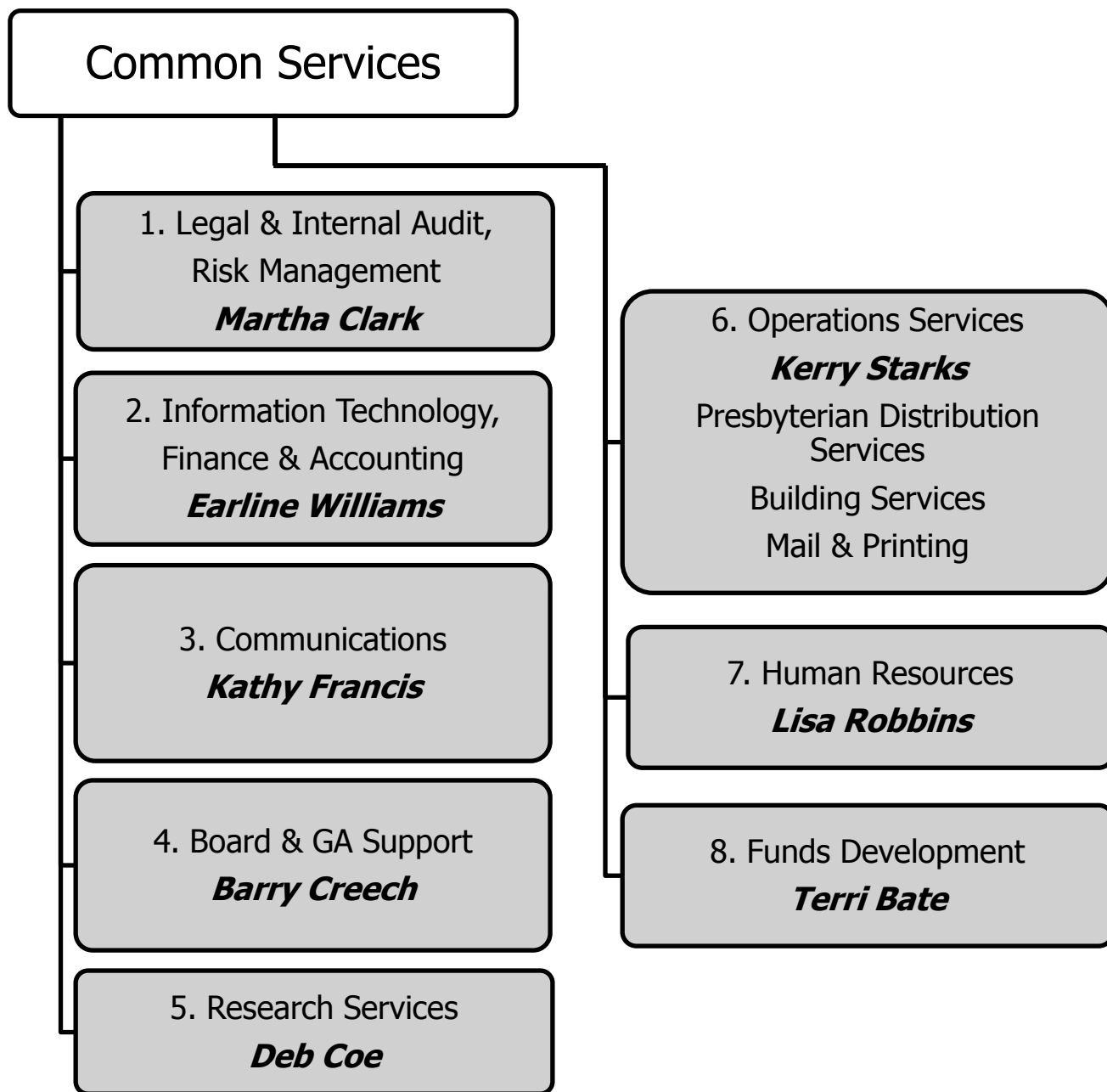
NEW MODEL

PMA
DIRECTIONAL GOALS
MISSION WORK PLAN

COLLECTIVE GOAL
GROUPINGS

IMPACT
STUDIES

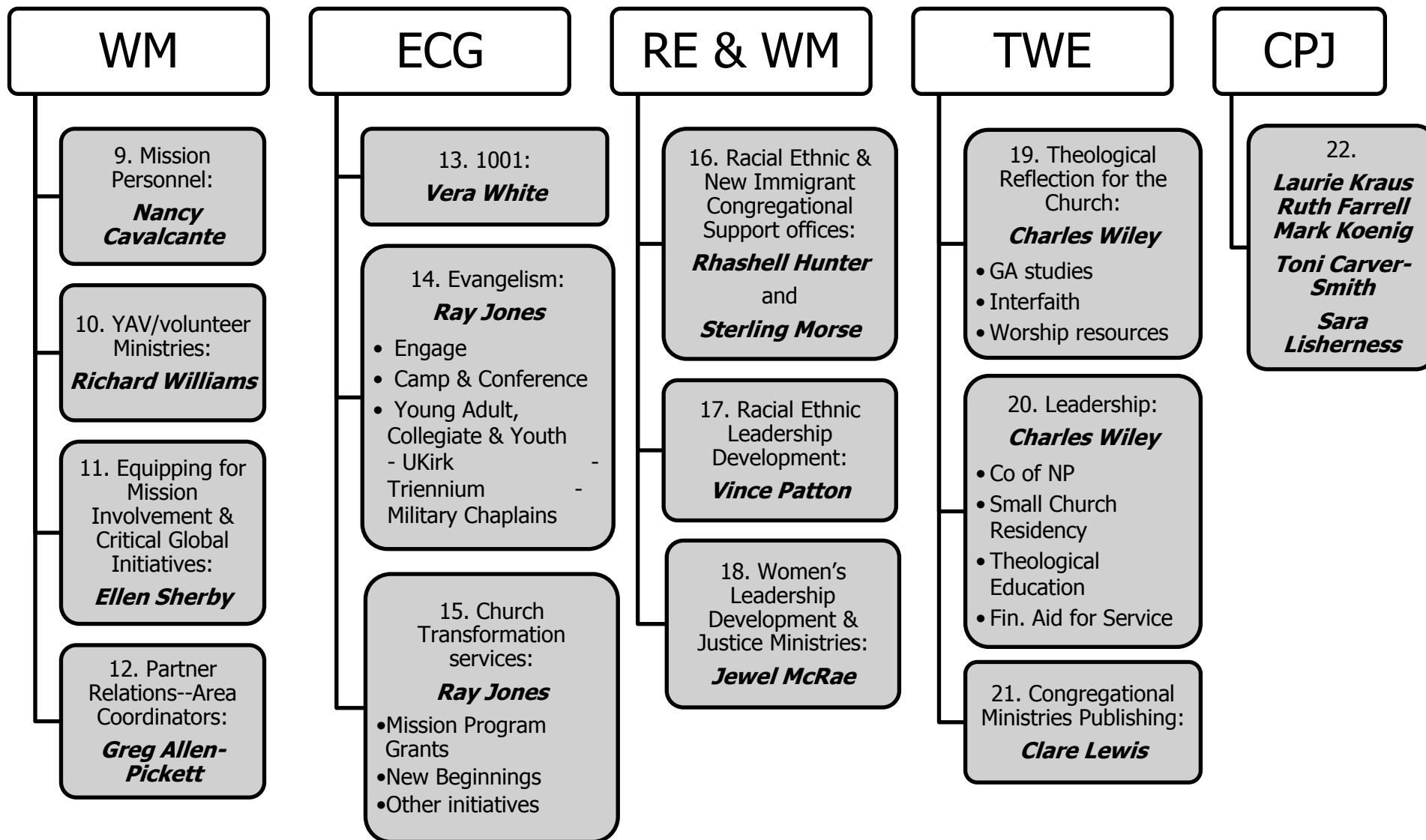
INDIVIDUAL GOALS

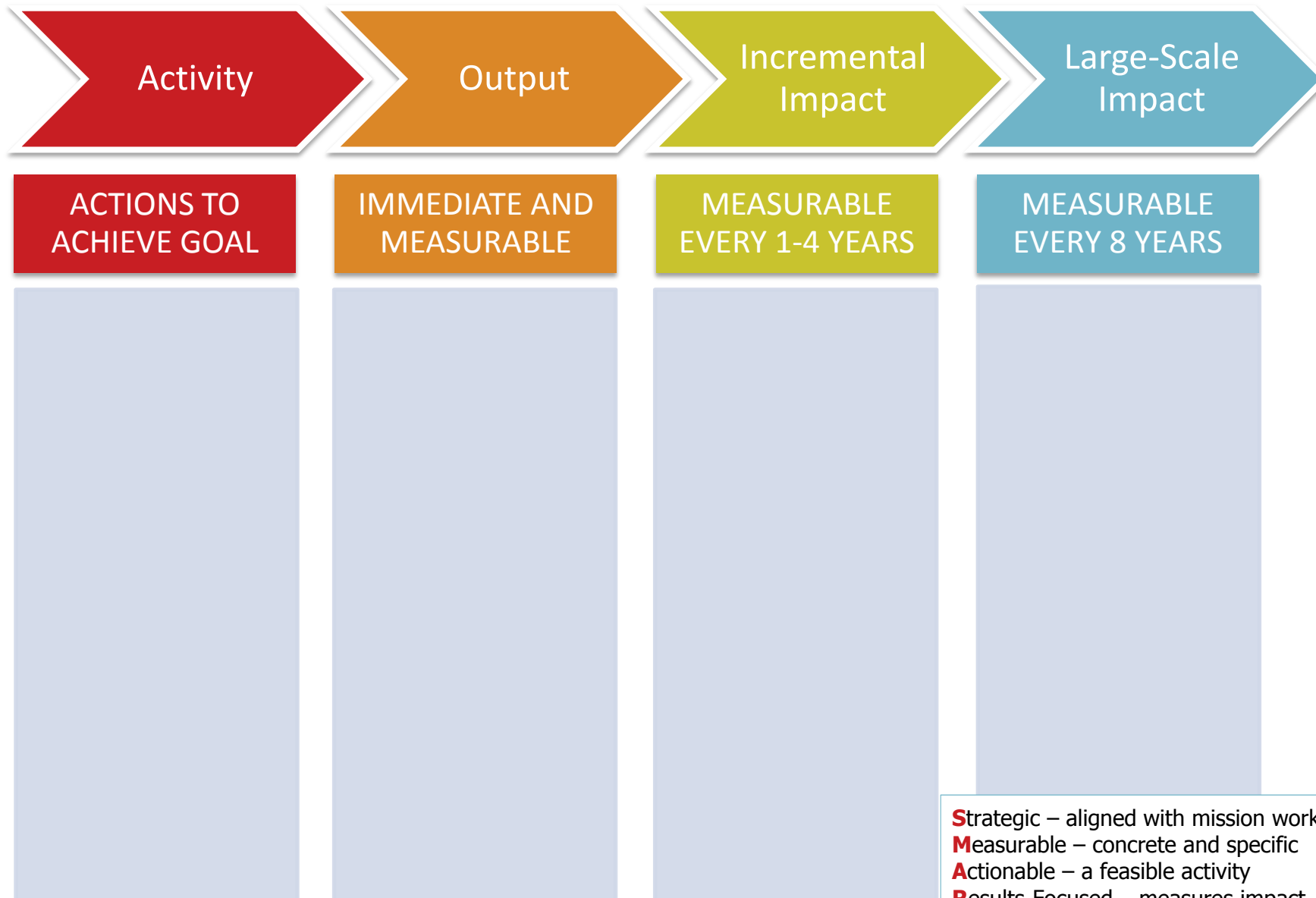




COLLECTIVE GOAL GROUPINGS FOR MISSION

Recommended "point persons" for each grouping





Strategic – aligned with mission work plan
Measurable – concrete and specific
Actionable – a feasible activity
Results-Focused – measures impact, not activity
Timed – timeframe for measuring output



Impact Assessments
Inputs, Process, and Products



INPUTS PART A:

1) Staff – 3-5 page report produced by point person, director, and other appropriate staff will include:

- a) A quantitative assessment of progress towards incremental goals: (Reach/Engagement---e.g. # of individuals, congregations, mid-councils, and level of engagement)
- b) Narrative Report:
 - SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats, with **more emphasis on Opportunities and Threats**)
 - Course Corrections (any changes to original collective goals)

2) Research Study – Produced by Research Services

- a) Customized research study will be designed to be as objective as possible based on both incremental and long-term collective goals

3) Resources—Produced by Finance/Accounting and HR

- a) Breakdown of funding streams and expenditures (Finance/Accounting)
- b) Staff Full Time Equivalent (FTE)

INPUTS PART B:

4) Strategy Coordination Leadership Team (SCLT) “Peer Review” – Produced by SCLT Members

- a) A two-member team (duo) comprised of one Leadership Cabinet member and one non-Leadership Cabinet member of the SCLT will review a summary report (produced by Research Services) of “Part A” inputs and produce a report of observations for the entire SCLT to consider at semi-annual retreats.
- b) Peer Review “duos” will only review a collective goal grouping with which they have no direct oversight. It is recommended that the “duos” meet with the director, point person, and/or other appropriate staff before they complete their “observations” report. A “duo” will be expected to conduct one “peer review” per year.



Definitions of Terms for Goal Setting and Measuring Impact



Activity: what you do or produce in order to achieve a goal (examples: curriculum, conference, program, services).

Collective goal: a goal that is established by a collective goal grouping (see below) to carry out the Mission Work Plan.

Collective goal grouping: a grouping of Mission Agency staff that is based on shared goals; in many cases, it will reflect organizational structure.

Directional goal: a statement describing the Mission Agency's broader, global programmatic aspirations; it acts as a beacon or light to guide the long-term direction of the Mission Agency rather than an attainable end which Mission Agency's actions alone might accomplish. A Directional Goal is used to design and give direction to an objective.

Impact study: conducted in collaboration with Research Services to evaluate progress on impact (both incremental and large-scale) of collective goals.

Incremental impact: the impact of an activity that can be measured within the first one to four years of engaging in the activity. (e.g. - the effects of attending a conference on someone's life a year or two later).

Large-scale impact: the impact of an activity that can be measured after the first seven to ten years of engaging in the activity. This kind of impact is broader in scope than incremental impact. (e.g. - if a program is designed to help to alleviate poverty in a region of the world, we would look at census statistics for that region to see if poverty has indeed gone down during the period since the program was initiated).

Point person: a staff person who is assigned to be the principal individual responsible for gathering and providing information to facilitate the goal setting and progress study process for their collective grouping. This may be a program coordinator or other person.

Objective: a statement that clearly describes what efforts or actions are intended to attain or accomplish the *Directional Goal*.

Output: the immediate and measurable product of the activity (e.g. - how many people or congregations participated)

SMART goal: a goal that is Strategic (aligned with the Mission Work Plan); Measurable (concrete and specific); Actionable (a feasible activity); Results-focused (measures impact, not activity); Timed (there is a planned timeframe for measuring output and impacts)

ITEM H.106
ACTION ITEM

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

Subject: Response to April 2015 Board action regarding a churchwide conversation on the mission, priorities, and structures of the PMA

Recommendation:

The Executive Committee recommends that the Presbyterian Mission Agency Board:

- 1. Embrace the churchwide listening effort sponsored by the Committee on the Office of the General Assembly regarding denominational identity as a priority during the lead-up to the 222nd General Assembly (2016).**
- 2. Focus its present attention on developing a two-year interim strategy to guide the Mission Agency to 2018.**
- 3. Recommend that the 222nd General Assembly (2016) forward the results of the research from the Committee on the Office of the General Assembly, the reports of the Presbyterian Mission Agency Review Committee and the Office of the General Assembly Review Committee, and other studies as appropriate, as input for the next agency review cycle, which during 2016-2018 is already designed to focus on “the review of the whole of the Presbyterian Church (U.S.A.) and its six agencies, focusing broadly on the effectiveness of the six agencies and other governing bodies in working collaboratively to implement the General Assembly’s mission directives.”**

Background:

During the April 2015 Presbyterian Mission Agency Board meeting the following motion was proposed:

To Direct the Executive Committee to conduct a re-examination of the mission, priorities, and structure of the Presbyterian Mission Agency, including the following:

- a. Consultation across the church;
- b. Consultation with COGA to explore a merger of the two agencies;
- c. Coordination of this effort with the staff-led Mission Work Plan project for 2017-2020 and the PMA and OGA agency review committees.

After conversation, the following action was taken:

Refer motion to Strategy Advisory Group and Executive Committee, in consultation with the Strategy Working Group, to come back to the September 2015 Board Meeting with a

PRESBYTERIAN MISSION AGENCY
Executive Committee
September 23-25, 2015

recommendation on a process to consider a church wide conversation on the mission, priorities and structures of the Presbyterian Mission Agency.

In response to this referral, the Strategy Advisory Group took the lead for the Presbyterian Mission Agency Board in developing a research and listening plan that would inform the development of a two-year Mission Work Plan (the details of this plan will be presented as part of an update on the work of the Strategic Advisory Group). The Committee on the Office of the General Assembly (COGA) also formed a committee to consider their response and any action they should take. While the Presbyterian Mission Agency Board's work was focused (per the referral), COGA approached from a broader perspective looking at denominational purpose (considering who we are as the basis for determining how best to organize).

We believe both of actions are complementary, necessary and can form the basis for dialogue at the 222nd General Assembly (2016). PC(USA) is in a period of transition that requires prayer, dialogue and discernment. We all share in this responsibility.

We are uncertain regarding the specific organizational actions that can be taken at the upcoming General Assembly. Bullet 3 addresses a way forward that uses the information collected, the dialogue of the General Assembly and established practices (the all-agency review) to consider and advise on an organizational structure that aligns with decisions around denominational purpose.