

Approved – September 12, 2012

**Minutes of the Executive Committee of the
Presbyterian Mission Agency Board
Of the Presbyterian Church (U.S.A.)
Retreat
Wooded Glen, Indiana
August 7-8, 2012**

Tuesday, August 7, 2012

**CALL TO ORDER AND
OPENING WORSHIP**

The meeting of the Executive Committee of the Presbyterian Mission Agency Board (the Board) was called to order at 9:05 a.m. by the chair, Mr. Matt Schramm. Mr. Schramm led the Executive Committee in worship.

ATTENDANCE

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

Members

Arthur Canada – Vice-chair
Mihee Kim-Kort – Chair, Worshiping Communities Committee
Cathy Piekarski – Member-at-large
Noelle Royer – Chair, Justice Committee
Matthew Schramm – Chair
Joyce Smith – Chair, Leadership Committee
Connie Tubb – Chair, Finance Committee
Linda Valentine – Member ex-officio

*Executive Leadership
Team*

Joey Bailey – Deputy Executive Director for Shared Services
Dave Crittenden – Communications and Funds Development
Roger Dermody – Deputy Executive Director for Mission
Jill Hudson – Coordinator, Mid Council Relations
Vince Patton – Executive Administrator

Members Excused

Steve Aeschbacher – Member-at-large
Heath Rada – Member-at-large

Recorder

Susan Abraham – Office of the Executive Director

Others

Terri Bate – Communications and Funds Development
Laura Bryan – Office of Vocation
Martha Clark – Office of Legal Services
Barry Creech – Communications and Funds Development
Hunter Farrell – World Mission
Ruth Gardner – Human Resources
Eric Hoey – Evangelism and Church Growth
Ray Jones – Evangelism and Church Growth
Bill Somplatsky Jarman – Compassion, Peace and Justice
Mike Kirk – Office of Legal Services
Clare Lewis – Theology, Worship and Education

Sara Lisherness – Compassion, Peace and Justice
Philip Lotspeich – Evangelism and Church Growth
Sterling Morse – Racial Ethnic and Women’s Ministries/Presbyterian Women
Marcia Myers – Office of Vocation
Lisa Robbins – Human Resources

REVIEW OF RETREAT

Mr. Schramm provided a brief recap of the objectives of the retreat with members of the Executive Committee (**Appendix 1**):

- To become acquainted and coalesce as an executive committee;
- To develop a common understanding of roles and responsibilities of governance, committee leadership and overall leadership of the Board;
- To expand understanding of strategy and acquaintance with staff leaders/resource coordinators for committee work.

LEADERSHIP DISCUSSION

Following self-introductions, the Executive Committee watched a TED video on “The Transformative Power of Classical Music” by Benjamin Zander. The video served as an introduction to the discussion led by Mr. Schramm on the roles and responsibilities of Executive Committee members as chairs of committees and overall leadership for the Board.

ROLES AS LEADERS IN GOVERNANCE FOR THE BOARD

Ms. Valentine reviewed the following documents in order to enable Executive Committee members understand their role as members of the Presbyterian Mission Agency Board and how they relate to staff of Presbyterian Mission (**Appendices 2 – 6**):

- Mission Work Plan for 2013-2016
- “Ten Basic Responsibilities of Non Profit Boards” by BoardSource
- “The Presbyterian Mission Agency” – excerpt from the *Organization for Mission*
- Role of Session from the *Book of Order* 2011/2013
- Summary of comments from staff leadership on role of the Board.

Ms. Martha Clark used a chart displaying the structure of the Presbyterian Mission Agency Board to clarify their dual roles as members of the Presbyterian Mission Agency Board and members of PC(USA), A Corporation (**Appendix 7**).

Mr. Schramm presented a chart, “Who’s at the Table?” to explain the composition of the Board and committees and the roles of various participants at Board meetings.

The Executive Committee divided into small groups to discuss:

- How is the Board like a Session? What are the significant differences?
- How are we like a non-profit board? What are the significant differences?

- How does this inform our work?

Mr. Steve Aeschbacher and Mr. Heath Rada joined the discussion via conference call.

EXPECTATIONS

Mr. Schramm shared his expectations of the Executive Committee as chairs of committees, as individual members of the Board, in plenary at Board meetings and as ambassadors for Presbyterian Mission in between Board meetings (**Appendix 8**). Mr. Schramm engaged the Executive Committee in a conversation on:

- What is the culture we create? How can the Executive Committee model the culture we want to create?

FUNDS DEVELOPMENT & COMMUNICATIONS

Ms. Valentine reminded the Executive Committee that Communications and Funds Development Strategy is now within the purview of the Executive Committee. Ms. Valentine invited Mr. Dave Crittenden and Ms. Terri Bate to give an overview of the strategies for Communications and for Funds Development (**Appendices 9 and 10**).

CLOSED SESSION

Members of the Executive Committee met with Ms. Valentine in closed session to discuss the Executive Director’s review.

HENRYVILLE COMMUNITY PRESBYTERIAN CHURCH

Following closed session, the Executive Committee visited the Community Presbyterian Church in Henryville, Indiana. The church suffered significant damage from one of the 16 reported tornadoes that struck Indiana over the weekend of March 2-3, 2012. Presbyterian Disaster Assistance had provided funds and sent volunteers to help with recovery and rebuilding efforts.

Wednesday, August 8, 2012

RECONVENE

The Executive Committee reconvened at 9:00 a.m. and Ms. Mihee Kim-Kort led the group in devotion.

**ACTION 1-EC- 8812
PRESBYTERIAN MISSION AGENCY COMPENSATION PROGRAM**

Ms. Ruth Gardner highlighted key changes in the revised Compensation Plan and the Executive Committee **VOTED to recommend** that the Presbyterian Mission Agency Board adopt the “Presbyterian Mission Agency Compensation Program.”

Rationale:

The Presbyterian Mission Agency Manual of Operations (Appendix 1, Section IV, A.1.d.15 e-f) outlines several personnel-related tasks which are the responsibility of the Presbyterian Mission Agency Board Executive Committee. Among the list are several related to policy:

- (e) Develop, implement, and oversee the compensation policy. Implement and monitor the Churchwide Plan for Equal Employment Opportunity and Affirmative Action (EEO/AA).

(f) Recommend for General Assembly Mission Council action:

- Personnel policies and procedures for the General Assembly Mission Council staff.
- Revisions to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action.
- Compensation guidelines within which salaries are administered.
- Salary adjustments for the Executive Director
- Other appropriate actions.

The Presbyterian Mission Agency Compensation Program will serve as the compensation policy and guidelines for the Presbyterian Mission Agency, and will be used to administer salaries for mission agency employees. It is closely interrelated with the churchwide compensation guidelines and fourteen principles of compensation adopted by the General Assembly in 1999 and 2001.

If approved, the program will become effective on 1/1/2013. The first salary administration changes to take effect under this program would occur in 2014.

PAY EQUITY

Ms. Ruth Gardner informed the Executive Committee that an additional pay equity analysis has been done by Human Resources in response to the four points identified by the Advisory Committee on Social Witness Policy (ACSWP) in the Gender Pay Equity Study Executive Summary.

ACTION 2 - EC- 8812 BOARD OF PENSIONS BENEFITS (BOP)

The Presbyterian Mission Agency Board Executive Committee, acting as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation, by a **majority VOTE directed** the Presbyterian Mission Agency staff to work with its non-Board of Pensions (BOP) benefits plan vendors to make spousal and dependent benefits available to same-gender domestic partners of employees of Presbyterian Church (U.S.A.), A Corporation, (with minimum qualifications to mirror the BOP qualifications), as permitted by local, state, and federal laws, in order to be consistent with a similar action of the Board of Pensions as reported to the 220th General Assembly (2012).

Rationale:

The 219th General Assembly (2010) approved a resolution urging the Board of Pensions to extend spousal and dependent benefits to same-gender partners on the same basis as it does for opposite-gender married couples. The Board of Pensions recently adopted a policy that extends benefits to same-gender domestic partners of Benefits Plan members. To qualify, a member will have to verify that he or she has a civil license or certificate evidencing a civil marriage, civil union, or domestic partnership from a state or foreign jurisdiction.

The Board of Pensions implemented this recommendation by amending the Benefits Plan to include a new relationship definition: A Qualified Domestic

Partner "is an individual who is in a legally sanctioned same-gender union with a Member affording rights of inheritance under the laws of the jurisdiction where the union occurred," and reported this action to the General Assembly in 2012.

Those benefits will be made available starting on January 1, 2013.

ACTION 3 - EC- 8812
EXECUTIVE COMMITTEE
CONFERENCE CALLS

The Executive Committee **VOTED to approve** the following dates for the conference calls of the Committee for August 2012 to November 2013: Calls will begin at 1:00 p.m. and end at 2:30 p.m. EST.

2012
August 24

2013
January 16
March 20
June 12
September 4
November 13

COMMITTEE CHARTERS

Chairs of Leadership, Justice, Worshiping Communities and Finance committees met with staff resource coordinators to draft charters and 60 minute "elevator speeches" to describe the work of each committee at the New Member Orientation.

NEW MEMBER
ORIENTATION

Mr. Schramm reviewed the schedule and the role of the Executive Committee at New Member Orientation.

ADJOURNMENT &
CLOSING PRAYER

Mr. Arthur Canada offered prayers and the meeting of the Executive Committee was adjourned at 3:50 p.m.

Respectfully Submitted,

Mr. Matthew Schramm

Chair, Presbyterian Mission Agency Board

Ms. Linda Valentine

Executive Director, Presbyterian Mission Agency

Draft – August 6, 2012

**Presbyterian Mission Agency Board
Executive Committee Retreat
August 7-8, 2012
Wooded Glen, Indiana**

(to be followed by New Member Orientation – August 9 & 10 – Presbyterian Center)

Objectives:

- Become acquainted; coalesce as an executive committee
- Develop common understanding of roles and responsibilities of governance, committee leadership and overall leadership of the Board
- Understanding of strategy and acquaintance with staff leaders/resource coordinators for committee work

Monday, August 6, 2012

6:00 p.m. *Dinner – Wooded Glen Dining Hall*

Tuesday, August 7, 2012 – Oak Room

7:30 a.m. – 8:45 a.m. *Breakfast – Wooded Glen Dining Hall*

9:00 a.m.	Opening Worship	<i>Matt Schramm</i>
9:20 a.m.	Review of Retreat – objectives, agenda, logistics	<i>Matt Schramm</i>
9:30 a.m.	Getting to Know You	<i>Matt Schramm</i>
10:15 a.m.	Break	
10:30 a.m.	Leadership Discussion	<i>Matt Schramm</i>
	“The Transformative Power of Classical Music” – Benjamin Zander	
11:00 a.m.	Our Roles as Leaders in Governance for the Board	<i>Linda Valentine & Matt Schramm</i>
	<ul style="list-style-type: none">• Vision, Mission and Directional Goals• The role of governance – roles, responsibilities and expectations of Board members• Who’s at the table? – understanding composition of the Board and committees, roles of various participants, role of committee leadership in assuring appropriate participation• How can staff be most supportive to elected members/elected body?• What is the culture we create? How can the Executive Committee model the culture we want to create?	
12:00 p.m.	Lunch – <i>Wooded Glen Dining Hall</i>	
1:00 p.m.	Committees and Committee Leadership	<i>Matt Schramm</i>
	<ul style="list-style-type: none">• Role of Chair of a Committee (<i>including Executive Committee</i>)• Relationship of committees to plenary	

2:30 p.m.	Break	
3:00 p.m.	Funds Development and Communications	<i>Linda Valentine, Dave Crittenden, Terri Bate</i>
	<ul style="list-style-type: none">• Communications overview• Presbyterian Mission Funds Development Strategy• Board Members as Ambassadors• Discussion of Strategy – <i>The adaptive challenge of bridging from national Presbyterian Mission to Presbyterians in the pews.</i>	
4:30 p.m.	Closed Session – Executive Director Review (<i>Executive Committee and Linda only</i>)	
5:15 p.m.	Optional Activity	
6:00 p.m.	Dinner	
7:15 p.m.	Gathering for Fellowship and Continued Conversation	

Wednesday, August 8, 2012 – Oak Room

7:30 a.m. – 8:45 a.m.	Breakfast– Wooded Glen Dining Hall	
8:30 a.m.	Morning Devotion	<i>Mihee Kim-Kort</i>
8:45 a.m.	Business Items	
	➤ Personnel	<i>Lisa Robbins & Ruth Gardner</i>
	<ul style="list-style-type: none">• Presbyterian Mission Compensation Plan• Pay Equity• Board of Pensions Benefits	
	➤ Executive Committee Meetings	<i>Matt Schramm</i>
	<ul style="list-style-type: none">• Meetings before Board Meetings• Bi-Monthly Conference Calls	
10:45 a.m.	Break	
11:00 a.m.	<i>Divide into committees</i>	
	Staff Resource Coordinators and a staff leader who will relate to each committee joins meeting for discussion of each committee	
	<ul style="list-style-type: none">• Subject Matter and Role of Board members with respect to the work• Vision for Committee• Draft a Description for Committee Charter	
12:00 p.m.	Lunch – Wooded Glen Dining Hall	
1:00 p.m.	In committees: Develop “60 second” description of committee <i>to be shared with new members at orientation</i>	
1:45 p.m.	Back together: Share 60 second “Elevator Speech”	
2:30 p.m.	Break	

- 2:45 p.m. New Member Orientation and Role of Executive Committee Members
Matt Schramm
- 3:30 p.m. Wrap Up
- 4:00 p.m. Return to Louisville - Dinner with New Board Members (*elected members only*) at the Courtyard Marriott

Mission Work Plan for 2013 to 2016

Presbyterian Mission Agency

VISION

Presbyterians joyfully engaging in God's mission for the transformation of the world.

MISSION

Inspire, equip and connect the PC(USA) in its many expressions to serve Christ in the world through new and existing communities of faith, hope, love and witness.

DIRECTIONAL GOALS

Transformational Leaders

Inspire, equip, and connect the church to: Cultivate, nurture, and sustain diverse, transformational leaders for Christ's mission.

I chose you and appointed you so that you could go and produce fruit. John 15:16 (CEB)

Compassionate and Prophetic Discipleship

Inspire, equip, and connect the church to: Make, receive, and send disciples who demonstrate and proclaim God's justice, peace and love in an increasingly globalized world.

The Spirit of the Lord is upon me, because the Lord has anointed me. [God] has sent me to preach good news to the poor, to proclaim release to the prisoners and recovery of the sight to the blind, to liberate the oppressed, and to proclaim the year of the Lord's favor. Luke 4:18-19 (CEB)

New Worshiping Communities

Inspire, equip, and connect the church to: Ignite a movement within the PC(USA) that results in the creation of 1,001 new worshiping communities.

They praised God and demonstrated God's goodness to everyone. The Lord added daily to the community those who were being saved. Acts 2:47 (CEB)

Young Adults

Inspire, equip, and connect the church to: Engage and join with young adults in reforming the church for Christ's mission.

I will set up my covenant with you and your descendants after you in every generation as an enduring covenant. I will be your God and your descendants' God after you. Genesis 17:7 (CEB)

General Assembly Engagement

Engage with, respond to, resource and represent the General Assembly in alignment with the vision and mission for the Presbyterian Mission Agency.

The apostles and the elders gathered to consider this matter. (Acts 15:6 CEB)

Organizational Integrity

Build confidence, trust and engagement in all that we do by being Collaborative, Accountable, Responsive and Excellent (C.A.R.E.).

If anything is excellent and if anything is admirable, focus your thoughts on these things. Philippians 4:8a (CEB)

CORE VALUES OF THE PRESBYTERIAN MISSION AGENCY

C.A.R.E. (Collaborative, Accountable, Responsive, Excellent)

Collaborative. Working together in an inclusive community, we will invite input, share ideas and seek the best ways to accomplish our common goals.

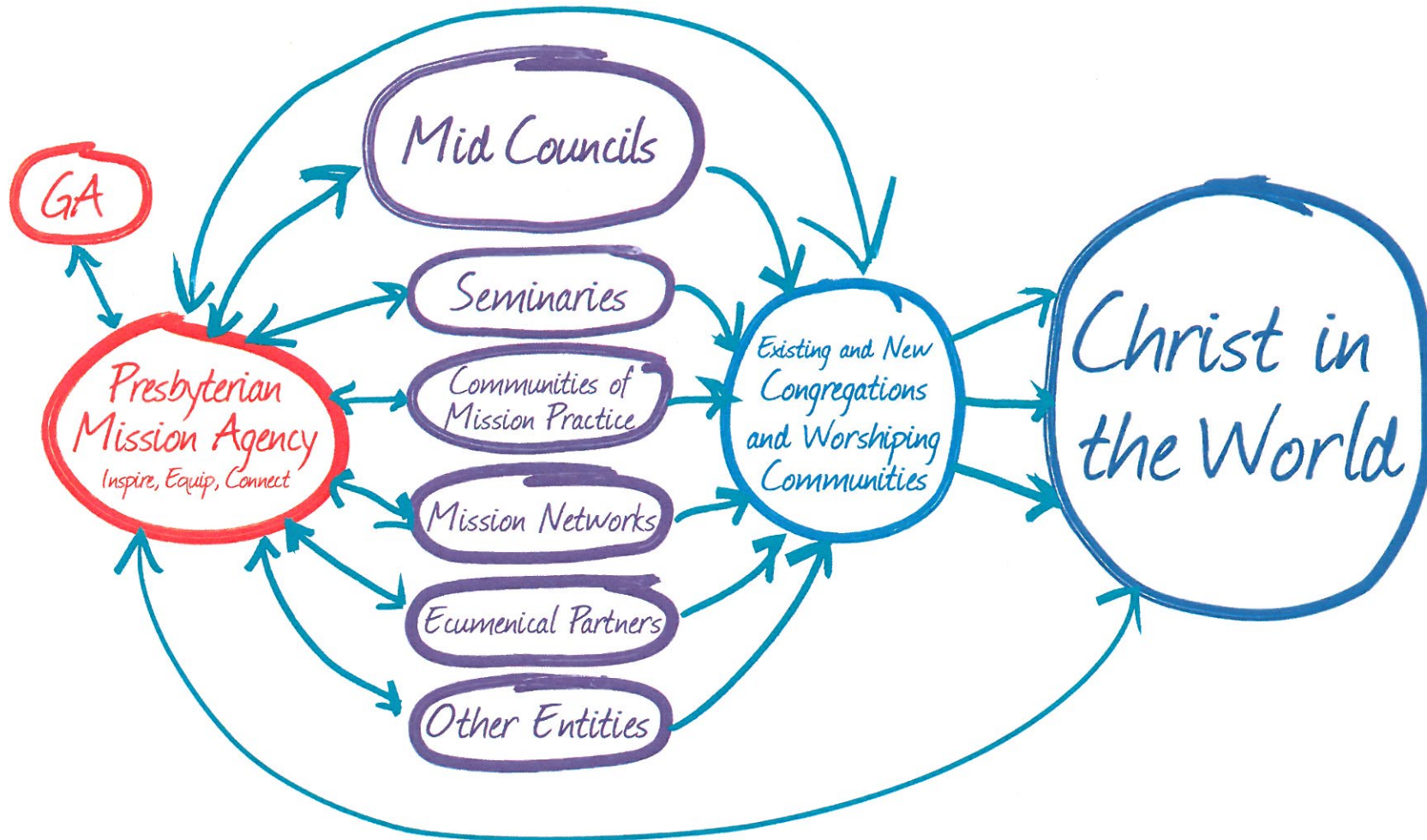
Accountable. Relying on the Holy Spirit to enable us to trust and to be trustworthy, we will take responsibility for our actions and work with integrity, transparency and love.

Responsive. Acting as servant leaders, we will faithfully respond to the voices and needs of the church by being timely, helpful, enthusiastic and mission-centered.

Excellent. Demonstrating faithful stewardship and service through God's empowering grace, we will work with energy, intelligence, imagination and love.



Whom Do We Serve



What are the basic responsibilities of nonprofit boards?

By: BoardSource

Ten Basic Responsibilities of Nonprofit Boards

1. Determine mission and purpose. It is the board's responsibility to create and review a statement of mission and purpose that articulates the organization's goals, means, and primary constituents served.
2. Select the chief executive. Boards must reach consensus on the chief executive's responsibilities and undertake a careful search to find the most qualified individual for the position.
3. Support and evaluate the chief executive. The board should ensure that the chief executive has the moral and professional support he or she needs to further the goals of the organization.
4. Ensure effective planning. Boards must actively participate in an overall planning process and assist in implementing and monitoring the plan's goals.
5. Monitor, and strengthen programs and services. The board's responsibility is to determine which programs are consistent with the organization's mission and monitor their effectiveness.
6. Ensure adequate financial resources. One of the board's foremost responsibilities is to secure adequate resources for the organization to fulfill its mission.
7. Protect assets and provide proper financial oversight. The board must assist in developing the annual budget and ensuring that proper financial controls are in place.
8. Build a competent board. All boards have a responsibility to articulate prerequisites for candidates, orient new members, and periodically and comprehensively evaluate their own performance.
9. Ensure legal and ethical integrity. The board is ultimately responsible for adherence to legal standards and ethical norms.
10. Enhance the organization's public standing. The board should clearly articulate the organization's mission, accomplishments, and goals to the public and garner support from the community.

References

- Richard T. Ingram, *Ten Basic Responsibilities of Nonprofit*

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V. The Presbyterian Mission Agency

The Presbyterian Mission Agency is the body of the General Assembly in which are lodged the following responsibilities:

- a. to cultivate and promote the spiritual welfare of the whole church;
- b. to provide resources to support equal employment opportunity and affirmative action for members of racial ethnic groups, for women, for various age groups, for persons regardless of marital condition (married, single, widowed, or divorced), and for persons with disabilities;
- c. to develop and propose, for General Assembly approval, the mission directions, goals, objectives, and priorities of the Presbyterian Mission Agency; doing so by taking into account the mission work being done by sessions, presbyteries, and synods, and to propose for General Assembly approval an accompanying budget that will implement the mission work plan of the Presbyterian Mission Agency;
- d. to act in those specific matters assigned to the Presbyterian Mission Agency by the General Assembly or this Constitution, acting always according to previously enacted General Assembly policies, reporting fully to each subsequent General Assembly its actions;
- e. to perform such additional responsibilities and duties as may be assigned by the General Assembly. The Presbyterian Mission Agency Board shall advise and respond to the General Assembly on priorities, programs, and strategies for addressing matters of concern for the Ministries of our church. The primary purpose of the Presbyterian Mission Agency Board is to lead and coordinate the total mission program. It will cultivate a style of work that emphasizes
 - coordination among ministries;
 - flexible deployment of resources to match changing needs;
 - allocation of funding to reflect stated goals;
 - concluding as well as initiating programs;
 - attention to the needs and gifts of congregations;
 - effective relationships with all mid councils; and
 - holding the vision described without reverting to old patterns.

A. *Policy Responsibility*

The Presbyterian Mission Agency Board may recommend churchwide policies to the General Assembly and is responsible for implementing policies established by the General Assembly and for establishing overall procedures for the Presbyterian Mission Agency, and its Ministries.

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B. *Planning and Priority Setting*

The Presbyterian Mission Agency Board is responsible for carrying out planning and priority-setting processes. The Presbyterian Mission Agency Board is responsible for instituting ongoing review processes.

C. *General Assembly Budget*

It is the responsibility of the Presbyterian Mission Agency Board to recommend to the General Assembly a Presbyterian Mission Agency Budget and Program and a Per Capita Budget. The Presbyterian Mission Agency Board develops the Mission Budget. The Presbyterian Mission Agency Board and the Committee on the Office of the General Assembly jointly have responsibility for developing a per capita budget and apportionment.

All restricted and unrestricted funds (principal or income) that support the programs or functions for which the Presbyterian Mission Agency is responsible are allocated by the Presbyterian Mission Agency and distributed in accordance with procedures approved by the Presbyterian Mission Agency Board. In every case the instructions of the donors are carefully followed. Such resources presently include contributions from individuals, congregations, and related organizations; proceeds from wills and bequests; and sales of property and other assets. All funds administered by the Board of Pensions, including dues and earnings on investments, are specifically excluded.¹

D. *Personnel Responsibilities*

Regarding the Presbyterian Mission Agency staff, the Presbyterian Mission Agency Board is responsible for the following:

1. Approval of personnel procedures.
2. Approval, annually, of a staff rationale that determines staff commitments for the year. Any staff deployed regionally must be approved as part of the annual staff rationale.
3. Election of the Executive Director subject to confirmation by the General Assembly.
4. Annual performance reviews of the Executive Director as specified in the Presbyterian Mission Agency *Manual of Operations* (Appendix 10), and in concurrence with the Presbyterian Mission Agency personnel policies.
5. Approval and monitoring of the “Churchwide Plan for Equal Employment Opportunity and Affirmative Action.”
6. Approval of compensation guidelines within which salaries are administered.

Members of the Presbyterian Mission Agency Board are not eligible for election or selection as staff during the period of their term of service.

¹See Appendix A of this document for additional procedures related to budgets and funding.

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E. *Reporting*

The Presbyterian Mission Agency Board is responsible for submitting a report to the General Assembly. The Ministries will report regularly to the Presbyterian Mission Agency Board, keeping the Presbyterian Mission Agency Board fully informed about the work. Recommendations from Ministries, including matters that involve an exception or a proposed change in Presbyterian Mission Agency procedures, a major shift in program emphasis, or a major budget adjustment, require action by the Presbyterian Mission Agency Board. Issues of social witness policy, advocacy for racial ethnic and women’s concerns, and those related to Presbyterian theological institutions are reported to the Presbyterian Mission Agency Board and General Assembly.

F. *Elected Leadership*

1. *Organization of the Presbyterian Mission Agency Board* Direction and oversight of Presbyterian Mission Agency entities deploys a majority of Presbyterian Mission Agency Board members as members of Mission Committees and Audit Committee. The work of the Ministries is a direct expression of the planning and mission understanding of the Presbyterian Mission Agency Board, which is accountable to the General Assembly in this regard. The number and makeup of the committees and assignments are adjustable to accomplish the work of the Presbyterian Mission Agency in its mission and to allow flexibility to meet changing emphases in Presbyterian Church (U.S.A.) mission. The Mission Committees are to be policy, strategy, and planning committees.

Each Ministry evaluates its need for area program committees. The Presbyterian Mission Agency Board determines how many are to be established, specifying the expertise and/or experience needed, the terms of service for members, and the duration of the committees’ existence.

The Presbyterian Mission Agency Board ensures advocacy functions for women and racial ethnic persons, and advisory functions for social witness policy by providing direct access to the Presbyterian Mission Agency Board and General Assembly. The Presbyterian Mission Agency Board also provides for the development of social witness policy.

The Presbyterian Mission Agency Board ensures the continuation of a committee that includes representatives of each Presbyterian theological institution, and that will review the effectiveness and stewardship of the schools on behalf of the church, will exercise the governance responsibilities of the church to the schools, and will encourage and enhance cooperation among the church’s theological schools. The committee will be provided direct access to the Presbyterian Mission Agency Board and the General Assembly.

The principal legal corporation is the Presbyterian Church (U.S.A.), A Corporation, which receives, holds, and transfers property, and facilitates the management of the church’s corporate affairs. All voting members of the Presbyterian Mission Agency Board serve as members of the board of directors of this corporation.

G-3.02 Form of Government

G-3.0201
48 Book of Order 2011/2013

G-3.02 THE SESSION

G-3.0201 Composition and Responsibilities

The session is the council for the congregation. It shall be composed of those persons elected by the congregation to active service as ruling elders, together with all installed pastors and associate pastors. All members of the session are entitled to vote. The pastor shall be the moderator of the session, and the session shall not meet without the pastor or designated moderator. If there is no installed pastor, or if the installed pastor is unable to invite another moderator, the presbytery shall make provisions for a moderator. Presbyteries shall provide by rule for moderators when the session is without a moderator for reasons of vacancy or inconvenience.

The session shall have responsibility for governing the congregation and guiding its witness to the sovereign activity of God in the world, so that the congregation is and becomes a community of faith, hope, love, and witness. As it leads and guides the witness of the congregation, the session shall keep before it the marks of the Church (F-1.0302), the notes by which Presbyterian and Reformed congregations have identified themselves throughout history (F-1.0303) and the six Great Ends of the Church (F-1.0304).

In light of this charge, the session has responsibility and power to:

a. *provide that the Word of God may be truly preached and heard.*

This responsibility shall include providing a place where the congregation may regularly gather for worship, education, and spiritual nurture; providing for regular preaching of the Word by a teaching elder or other person prepared and approved for the work; planning and leading regular efforts to reach into the community and the world with the message of salvation and the invitation to enter into committed discipleship; planning and leading ministries of social healing and reconciliation in the community in accordance with the prophetic witness of Jesus Christ; and initiating and responding to ecumenical efforts that bear witness to the love and grace of God.

b. *provide that the Sacraments may be rightly administered and received.*

This responsibility shall include authorizing the celebration of the Lord's Supper at least quarterly and the administration of Baptism as appropriate, in accordance with the principles of the Directory for Worship; and exercising pastoral care among the congregation; in order that the Sacraments may be received as a means of grace, and the congregation may live in the unity represented in the Sacraments.

c. *nurture the covenant community of disciples of Christ.*

This responsibility shall include receiving and dismissing members; reviewing the roll of active members at least annually and counseling with those who have neglected the responsibilities of membership; providing programs of nurture, education, and fellowship; training, examining, ordaining, and installing those elected by the congregation as ruling elders and deacons; encouraging the graces of generosity and faithful stewardship of personal and financial resources; managing the physical property of the congregation for the furtherance of its mission;

directing the ministry of deacons, trustees, and all organizations of the congregation; employing the administrative staff of the congregation; leading the congregation in Councils of the Church participating in the mission of the whole church; warning and bearing witness against error in doctrine and immorality in practice within the congregation and community; and serving in judicial matters in accordance with the Rules of Discipline.

G-3.0202 Relations with Other Councils

Sessions have a particular responsibility to participate in the life of the whole church through participation in other councils.

It is of particular importance that sessions:

- a. elect, as commissioners to presbytery, ruling elders from the congregation, preferably for at least a year, and receive their reports;
- b. nominate to presbytery ruling elders from the congregation who may be considered for election as commissioners to synod and General Assembly, and to serve on committees or commissions of the same, bearing in mind principles of inclusiveness and fair representation in the decision making of the church (F-1.0403);
- c. see that the guidance and communication of presbytery, synod, and General Assembly are considered, and that any binding actions are observed and carried out;
- d. welcome representatives of the presbytery on the occasions of their visits;
- e. propose to the presbytery, or through it to the synod and General Assembly, such measures as may be of common concern to the mission of the church; and
- f. send to presbytery and General Assembly requested statistics and other information according to the requirements of those bodies, as well as voluntary financial contributions.

G-3.0203 Meetings

The session shall hold stated meetings at least quarterly. The moderator shall call a special meeting when he or she deems necessary or when requested in writing by any two members of the session. The business to be transacted at special meetings shall be limited to items specifically listed in the call for the meeting. There shall be reasonable notice given of all special meetings. The session shall also meet when directed by presbytery.

Sessions shall provide by rule for a quorum for meetings; such quorum shall include the moderator and either a specific number of ruling elders or a specific percentage of those ruling elders in current service on the session.

G-3.0204 Minutes and Records

Minutes of the session shall be subject to the provisions of G-3.0107. They shall contain the minutes of all meetings of the congregation and all joint meetings with deacons and trustees.

Each session shall maintain the following roll and registers:

- a. *Membership Roll*

There shall be rolls of baptized, active, and affiliate members in accordance with G-1.0401, G-1.0402 and G-1.0403. The session shall delete names from the roll of the congregation upon the member's death, admission to membership in another congregation or presbytery, or renunciation of jurisdiction. The session may delete names from the roll of the congregation when a member so requests, or has moved or otherwise ceased to participate actively in the work and worship of the congregation for a period of two years. The session shall seek to restore members to active participation and shall provide written notice before deleting names due to member inactivity.

b. Registers

There shall be registers of baptisms authorized by the session, of ruling elders and deacons, of installed pastors with dates of service, and such other registers as the session may deem necessary.

G-3.0205 Finances

In addition to those responsibilities described in G-3.0113, the session shall prepare and adopt a budget and determine the distribution of the congregation's benevolences. It shall authorize offerings for Christian purposes and shall account for the proceeds of such offerings and their disbursement. It shall provide full information to the congregation concerning its decisions in such matters.

The session shall elect a treasurer for such term as the session shall decide and shall supervise his or her work or delegate that supervision to a board of deacons or trustees. Those in charge of various congregational funds shall report at least annually to the session and more often as requested. Sessions may provide by rule for standard financial practices of the congregation, but shall in no case fail to observe the following procedures:

- a. All offerings shall be counted and recorded by at least two duly appointed persons, or by one fidelity bonded person;
- b. Financial books and records adequate to reflect all financial transactions shall be kept and shall be open to inspection by authorized church officers at reasonable times;
- c. Periodic, and in no case less than annual, reports of all financial activities shall be made to the session or entity vested with financial oversight.

July 12, 2012

To: Matt Schramm
Cc: Kears Pollock

From: Linda Valentine

Re: Staff feedback on the role of the Board

Matt, here is feedback from staff leadership discussions about the role of the Presbyterian Mission Agency Board. The discussions were held on November 3 – 4 of last year so GAMC is referenced and not PMAB. These comments were sent to Mike Kruse, Heath Rada and the Strategy Advisory Group on November 13, 2011. The Strategy Advisory Group also had the responsibility of reviewing the previous committee structure.

Most important roles of the overall elected body:

- **Strategy/vision, oversight, and accountability.** These largely track the notions of “generative, strategic and fiduciary” that are discussed in the book we have read, Governance as Leadership, by Chait et.al.
 - **Consider strategic issues facing the church** and how they relate to the work of the GAMC.
 - **Guide policy setting**
 - **Set direction** through approval of plans and budgets as GAMC does now.
 - **Oversight** by the whole body of decisions made by committees
 - **Accountability** by reviewing and assuring that strategies are implemented by staff and the organization

- **A voice of the church, both inward to the organization and staff and outward to the church.** ¹
 - **Bringing experience and insight from around the church** helps to inform the work and directions of the organization and guidance for staff.

¹ The GAMC is designed to be broadly representative in geography, roles (teaching/ruling elders/commissioners/mid-council staff etc.) and demographics (male/female/race/age though representation of younger people is very small).

- Staff needs elected members to be **interpreters and ambassadors** out to the church. The church is wide and complex; staff cannot be everywhere. We need the extension that council members can provide in describing our work and connecting the church to the mission of the PCUSA that we do in the GAMC. Help in increasing awareness and dispelling negative impressions of the GAMC in the church.
- At times we also need council members to **explain actions of the council**. While we need constructive input during discussions and decisions, we also need council members to represent the decisions and directions of the GAMC.
- **Participating in financial support**. Unlike other non-profit boards, GAMC members are not expected to provide financial contributions from their own resources or fund raising (“give or get”) to the GAMC. As the GAMC can no longer depend upon institutional loyalty to yield financial support, but must communicate and engage mid-councils, congregations and individuals in order to garner support, GAMC members can play an important role in that communication and engagement.

Most important roles of plenary sessions:

- Generative thinking
- Deliberation of issues of major significance or strategic importance
- Discerning the sense of the whole
- Hear and affirm work of the committees, and while plenary is not to re-do all committee work, it does have an oversight role to modify as appropriate
- Collective worship and prayer – foster spiritual leadership

Most important roles of committees:

- Information receiving, handling business that does not need to go to plenary, preparing significant issues for plenary
- Ministry related, goal-oriented and generative discussions relating to more particular areas of our work than are appropriate for plenary
- More in depth knowledge of particular ministry areas and subjects, and acquaintance with staff

When asked what you need from the elected body to carry out the work of the organization, staff responses included:

- Know about the work and ministry of the GAMC; actively seek to become informed
- Offer insights and feedback from what they hear/see out in the church and their own experience
- Ask good questions that stretch our thinking
- Carry information about the work to the GAMC back to their communities, being advocates and ambassadors and cheerleaders
- Support decisions and directions, and help to interpret them in the church
- Support and encourage staff
- Invite staff to their presbytery or other opportunities to connect with groups in the church

Role.

- Clarify that council members represent the whole council, not their particular committees

Service on GAMC

- Service on the GAMC requires a considerable commitment of time, making it impractical for many people to serve. Consider ways to make more use of task forces and limited term advisory groups.
- Consider more use of webinars for communication between meetings
- Consider use of subcommittees that could meet by webinar

Funding God's Mission

Presbyterian Mission Agency
Executive Committee Retreat

Wooded Glen Retreat and Conference
Center

August 7, 2012



Funds Development Philosophy

“Fund-raising is, first and foremost, a form of ministry. It is a way of announcing our vision and inviting other people into our mission.”

([The Spirituality of Fund-Raising](#) by Henri J. M. Nouwen, p. 2.)





What is the change?





Trends and Challenges

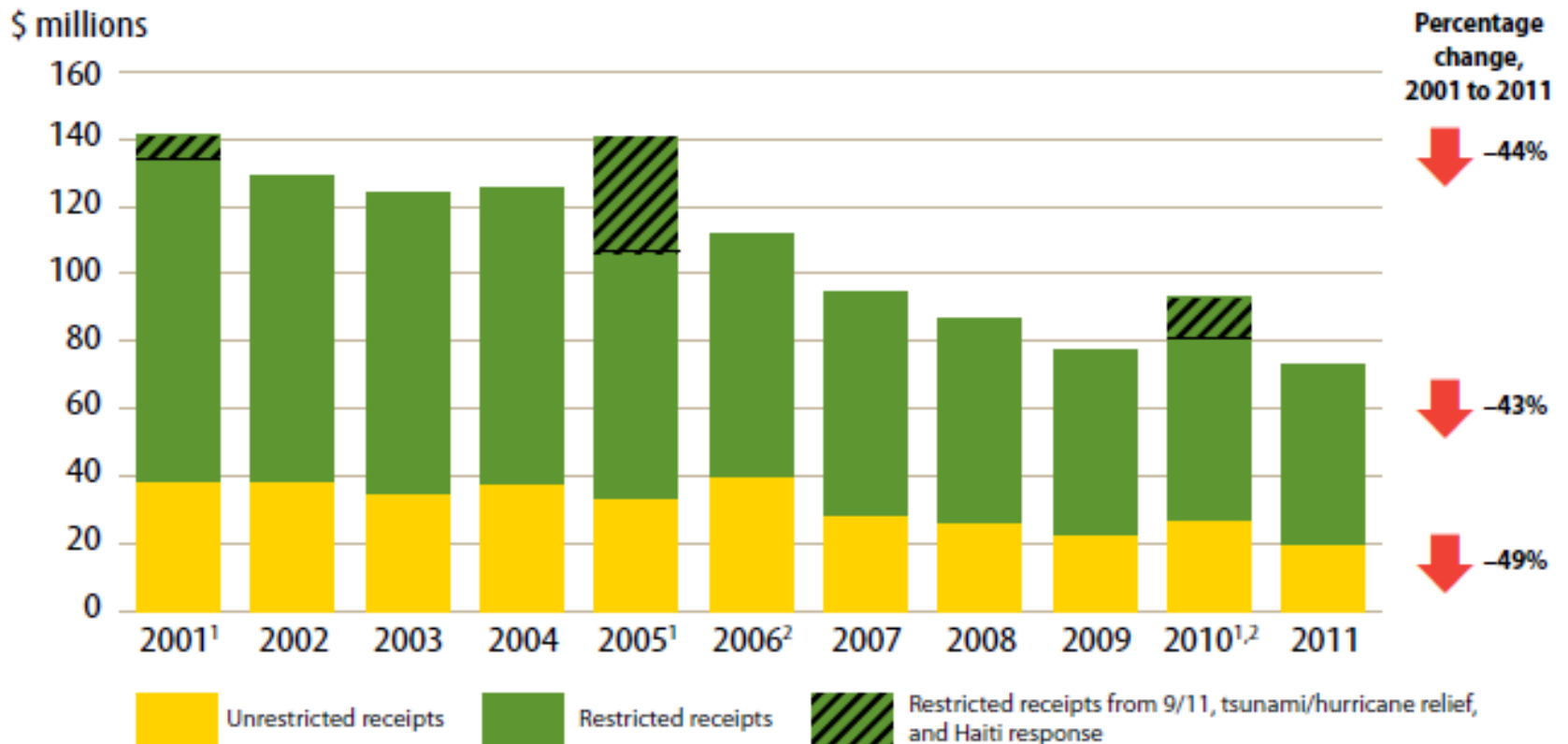


1970-2005: \$20 Billion to \$210 Billion

Sources of funds: Total restricted and unrestricted receipts

Current-year receipts

Presbyterian Mission Agency Board
 August 7-8, 2012
 Minutes of the Executive Committee
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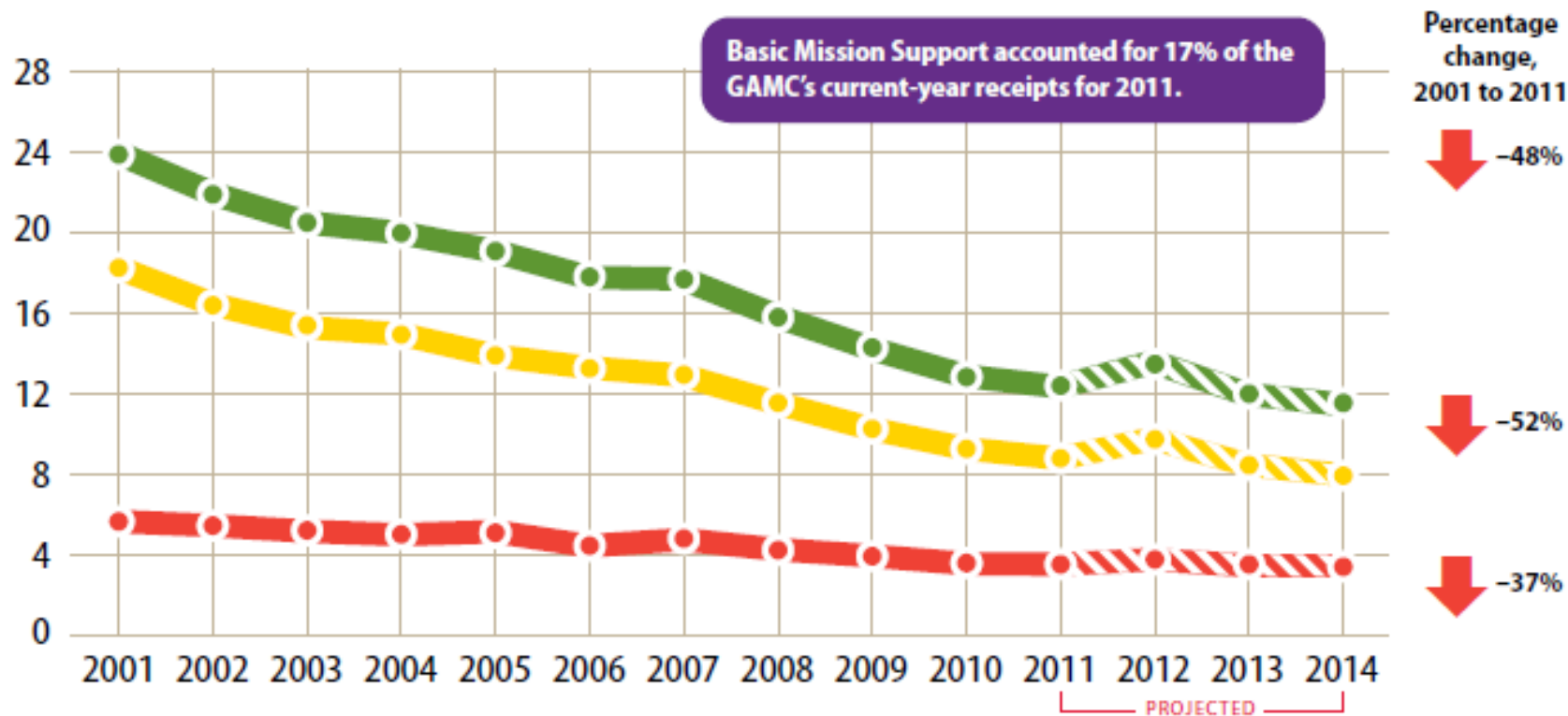


Year ▶	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Restricted receipts total (without tsunami & hurricane relief/Haiti response)	102,889,776	91,568,389	89,328,902	87,785,184	108,096,809	72,547,192	66,664,737	61,476,031	55,093,937	66,348,447	53,950,808
Unrestricted receipts total	38,194,328	37,540,678	34,317,502	37,334,422	32,716,057	39,279,731	27,898,789	25,348,921	22,309,446	26,407,983	19,132,405
Total (without tsunami & hurricane relief/Haiti response)	141,084,104	129,109,067	123,646,404	125,119,606	140,812,866	111,826,923	94,563,526	86,824,952	77,403,383	92,756,430	73,083,213
% of unrestricted to total	27%	29%	28%	30%	23%	35%	30%	29%	29%	28%	26%

NOTES (1) 2001 includes \$5 million for 9/11 relief. 2005 includes \$35 million for the tsunami and hurricane responses. 2010 includes \$11 million for Haiti earthquake response.
 (2) 2006 unrestricted includes a major estate gift of \$9.5 million. 2010 unrestricted includes a major estate gift of \$5.5 million.

Sources of funds: Basic Mission Support

Traditional funding sources are declining



Directed (Restricted) Mission Support + Shared (Unrestricted) Mission Support = Basic Mission Support

Year ▶	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012*	2013*	2014*
Directed Mission Support (restricted receipts)	5,688,682	5,484,629	5,204,022	5,025,431	5,187,681	4,474,514	4,791,612	4,300,998	3,982,083	3,597,475	3,559,500	3,800,000	3,500,000	3,500,000
Shared Mission Support (unrestricted receipts)	18,273,789	16,477,621	15,320,789	14,986,173	13,914,889	13,320,583	12,932,359	11,567,671	10,288,565	9,307,710	8,812,103	9,800,000	8,500,000	8,000,000
Total (Basic Mission Support)	23,962,471	21,962,250	20,524,811	20,011,604	19,102,570	17,795,097	17,723,971	15,868,669	14,270,648	12,905,185	12,371,603	13,600,000	12,000,000	11,500,000

NOTE *Projected

Sources of funds: GAMC funding trends for Basic Mission Support



2001



2011

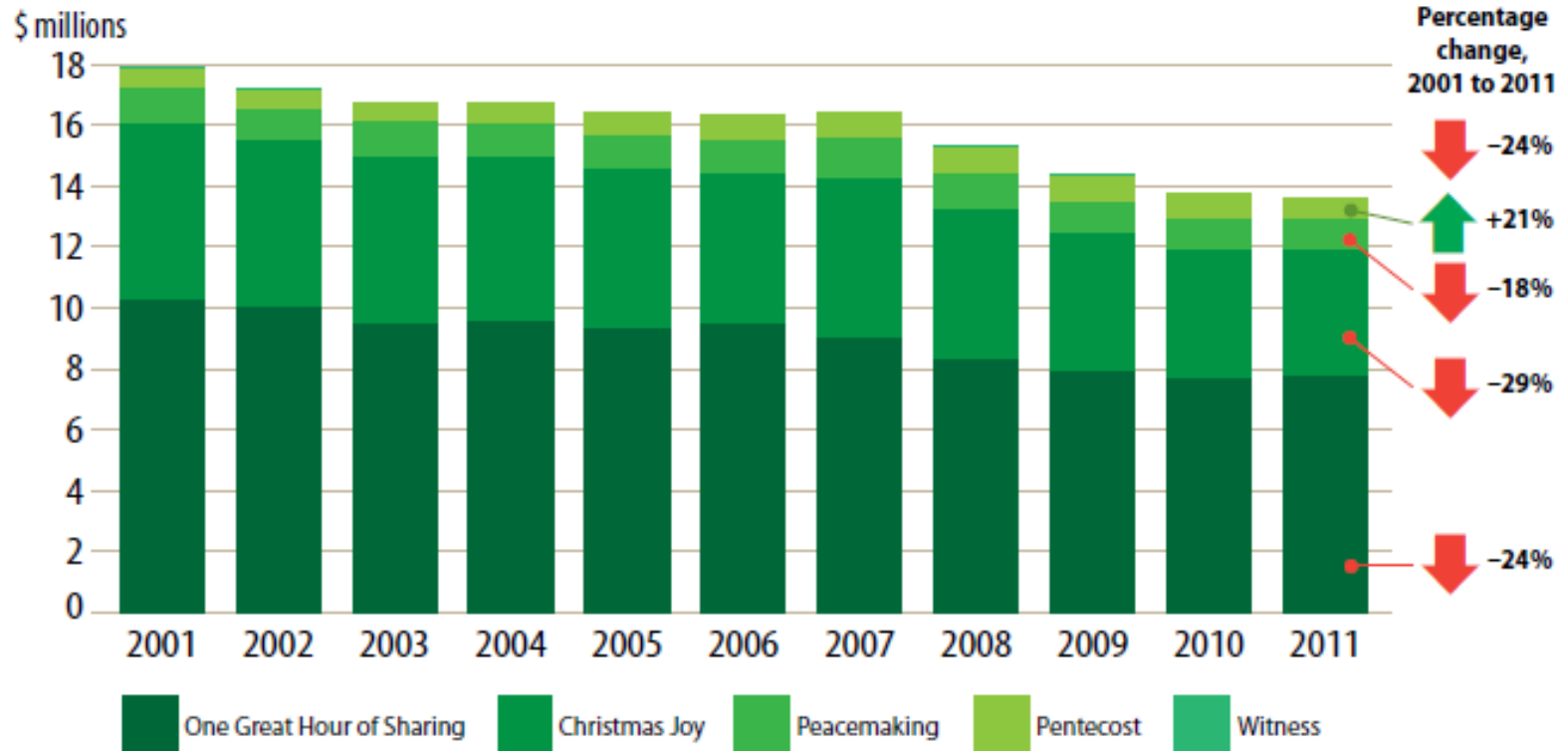
In 2001, for every \$1 contributed by members, an average of **8/10 of a cent** funded the GAMC, the mission agency of the PC(USA), through Basic Mission Support.

In 2011, less than **1/2 of a cent** funded the GAMC through Basic Mission Support.

Year ▶	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Total congregational receipts (\$)	2,904,880,397	2,840,977,046	2,923,384,580	2,026,762,293	3,073,684,927	3,206,570,718	3,235,845,032	3,089,196,607	2,969,281,036	2,823,193,858	2,849,696,105
Basic Mission Support (\$)	23,962,471	21,962,250	20,534,811	20,011,604	19,102,570	17,795,097	17,723,071	15,868,669	14,270,648	12,905,185	12,371,603
Basic Mission Support (%)	0.80%	0.77%	0.70%	0.68%	0.62%	0.55%	0.55%	0.51%	0.48%	0.46%	0.43%

Source: Presbyterian Research Services, Comparative Statistics 2011

Sources of funds: Churchwide Special Offerings



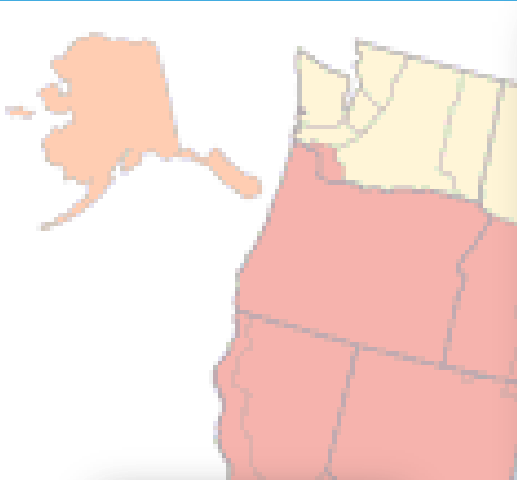
	Year ▶	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
One Great Hour of Sharing		10,216,646	9,968,371	9,431,654	9,532,254	9,326,914	9,465,261	8,989,242	8,245,099	7,901,896	7,655,272	7,732,144
Christmas Joy		5,780,407	5,472,085	5,485,578	5,409,520	5,240,914	4,927,405	5,215,040	4,987,578	4,537,815	4,243,408	4,124,341
Peacemaking		1,230,677	1,040,537	1,148,525	1,089,004	1,040,997	1,108,097	1,361,494	1,177,333	1,017,849	995,996	1,009,171
Pentecost		625,629	650,870	653,393	685,178	788,147	799,561	842,483	863,861	859,362	823,988	758,284
Witness		65,260	62,574	40,320	43,397	45,139	29,652	32,609	32,465	27,420	11,576	3,121
Total		17,918,619	17,194,437	16,759,470	16,759,353	16,442,111	16,329,976	16,440,868	15,306,336	14,344,342	13,730,240	13,627,061

Funding Implications

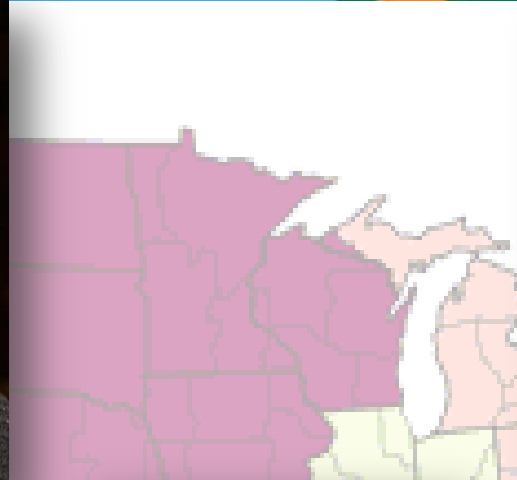


We simply want to have a place in line with all the para-church groups who ask congregations and members for support.

Funds Development Ministry Team



Pam Jensen
Chicago, Midwest



Karen Gadson
Philadelphia, East



René Myers
Fontana, CA, West

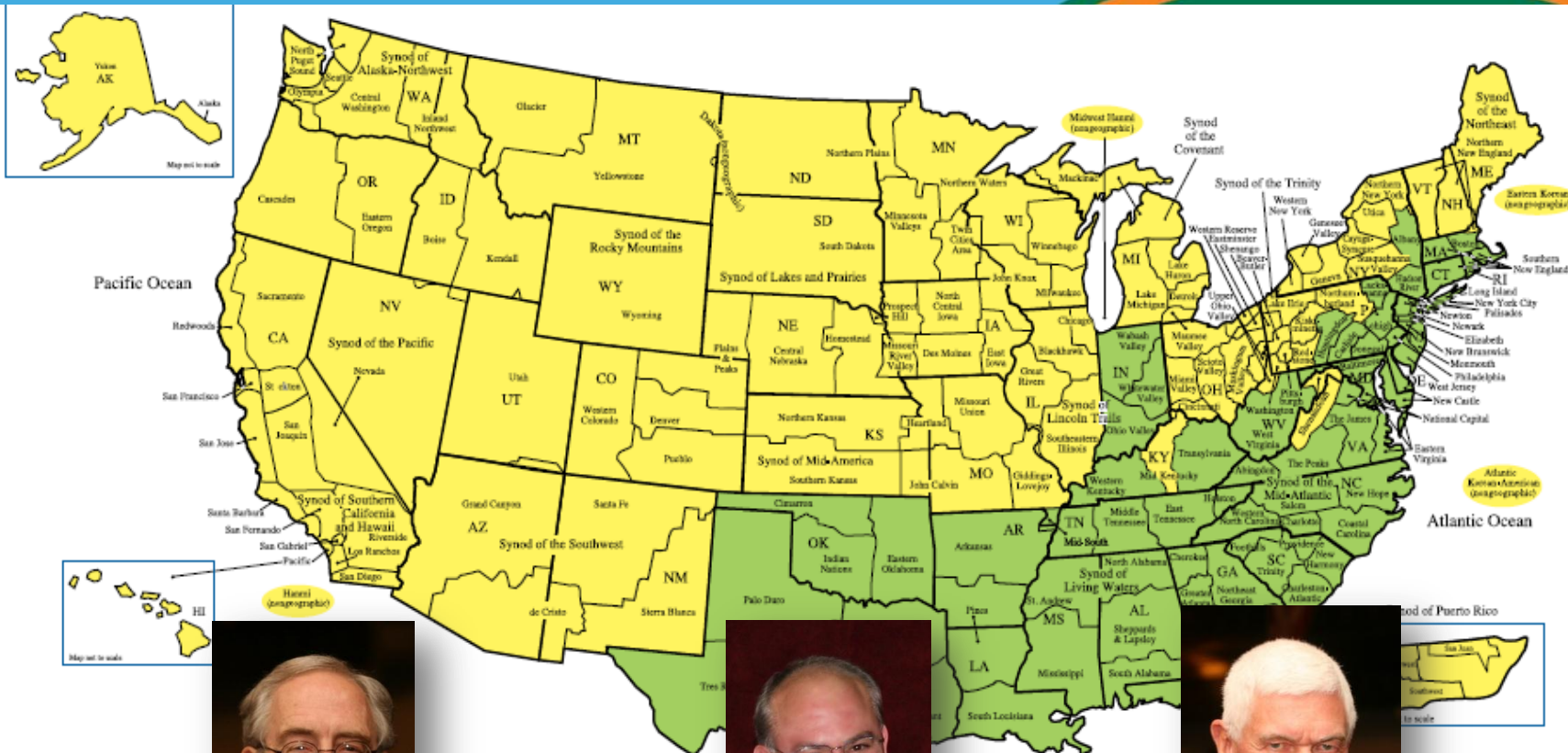


Greg Cohen,
Goshen, KY,
South





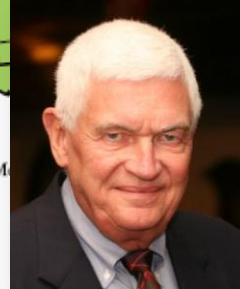
Funds Development Ministry Team



Bruce Whearty



Chris Roseland



Jim Vande Berg

Priorities for Funds Development 2013

Presbyterian Mission Agency

Presbyterian Mission Agency Board
August 7-8, 2012
Minutes of the Executive Committee
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Transformational Leaders Directional Goal

- Racial Ethnic Leader Development 5-10k per Leader x 25-50 per year
- Company of New Pastors 5k per leader x 50 per year
- 1001 Leadership Development 10k per leader x 100 leaders per year

Young Adults Directional Goal

- Young Adult Volunteers 5k per YAV x 50 per year

Compassionate Prophetic Discipleship Directional Goal

- Presbyterian Ministry at the UN 300-500k per year
- Office of Public Witness (Washington) 300-500k per year
- Interfaith 150k p year

Priorities for Funds Development 2013

Presbyterian Mission Agency

Presbyterian Mission Agency Board
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New Worshiping Communities Directional Goals

- For Such A Time As This 5-10k per site per year x 25-30 sites
- 1001 Coaching Offices 150k to open plus 100k per year x 3
- New Immigrant Worship Communities

Ongoing Efforts

- World Mission Personnel and Programs
- Special Offerings

Next Steps

- Develop case for support
- Identify fund raising strategy, investment and projections
- Firm up priorities and plans
- Internal training with ministries and funds developers



Presbyterian Mission Agency Board



VOTING MEMBERS OF BOARD OF PRESBYTERIAN MISSION AGENCY

BOARD OF PC(USA), A CORPORATION



Presbyterian Church (U.S.A.), A Corporation
(Also the principal corporation of the General Assembly)

Roles and Responsibilities for Executive Committee members

When an individual is elected to serve on the board of the Presbyterian Mission Agency, that person agrees to be part of the oversight and implementation of the mission program of the PC(USA). All members (except for the chair and vice-chair) serve on one of four mission committees. When elected to serve on the executive committee, it is understood that each person will bring the particular perspectives and recommendations of their mission committee, however, service on the executive committee requires an individual to engage the larger scope of the overall mission agency.

In Executive Committee meetings

Each committee member contributes to these responsibilities of the Executive Committee:

- Keep the Board and the organization focused on fulfillment of the Mission, Vision, and Directional Goals of Presbyterian Mission
 - Understand the Mission Work Plan
 - Align programs and interpretation with the Mission Work Plan.
- Resource and facilitate decision making by the Presbyterian Mission Agency Board
 - Understand the business
 - Anticipate questions that will be raised – ask your own questions
 - Ensure that the Board has the information it needs to make decisions
 - Own the decisions that are made, so that you can interpret them
- Assist in resolution of conflicts that may arise among board committees and other related committees
 - Seek to understand what is at the root of the conflict
 - Foster constructive resolution
 - Seek consensus or harmony between groups to further the work of the church
- Facilitate effective communication within the board.
 - Bring to the Executive Committee the perspective of your Mission Committee
 - Bring to the Mission Committee the perspective of the Executive Committee

In Mission Committee meetings

The role of a committee chair is to lead their mission committee by offering:

- Vision
 - Envision how the work of your committee advances the Mission Work Plan
 - Plan your committee's work in such a way that will embody this vision
- Preparation
 - Do your homework and be ready to answer questions.
 - Understand the topics coming to your committee.
 - Resolve your own questions prior to the meeting, so that you can help the committee understand the issues.
 - Anticipate, and be ready to answer, the questions your committee members will have.
- Inspiration
 - Integrate worship into the work of the committee.
 - Ask: "Is this good for the whole?" and "Is it good for the long term?"
 - Don't get lost in the details. Avoid getting stuck, by helping your committee see the big picture.

- Cultivate an environment where generative questions are asked
- Assure fair process.
- Moderate with a non-anxious presence.
- Be confident in your ability to guide the group.
- Pause for prayer in the midst of deliberation.
- Communication
 - Work to build consensus.
 - Respect the agenda, so that committee members can focus on the business at hand, and not the schedule.
 - Be clear with presenters regarding the available time, and help them honor the agreed-upon times.
 - Ask questions of the group: “Are we ready to move forward?” “What else do we need to know?”
 - Be an active listener.
- Motivation
 - Encourage and pray with your committee.
 - Celebrate successes.
- Participation:
 - Ensure that each committee member is invited to speak.
 - Recognize the appropriate roles of the other persons in the room:
 - Corresponding members
 - Staff
 - Visitors

In Plenary:

- Presentation
 - Report and champion the actions of your committee.
 - Be ready to answer questions.
 - Interpret what happened in committee
 - Speak on behalf of the committee, not yourself.
 - Know the strengths of your committee and staff. If someone else can do it better, then be open to that possibility.
- Occupation
 - Sense of presence and openness and Holy Spirit
 - Be fully present when you are in plenary. The Board needs you ready to speak.
- Demonstration
 - Lead Board members by modeling the expectations for Presbyterian Mission Agency Board members.

Between meetings

- Stay informed
- Engage committee members in the work of the Board.
- Stay in touch with committee members
- Advocate for the work of the Board in councils and the church.
- Encourage participation in and support of Presbyterian Mission.

Communications Strategy Overview

Origin

The following quote is from “Funding Christ’s Mission throughout the Presbyterian Church (U.S.A.)” approved by the 218th General Assembly (2008) as our current mission funding strategy:

“As the research demonstrates, many of the answers to the current mission funding problem lay in better communication...”

In part due to the work of the task force, the General Assembly Council has created a Communications and Funds Development ministry area, as one of three primary components of the staff structure. Led by a deputy executive director, this area will give the Council the means of integrating better communication with its funds development efforts ... It is the feeling of the task force that this new area will be effective at bringing new solutions to these reported problems, and that with better communication will come additional resources for Presbyterian mission.” p. 13

We strive to have a coordinated communication strategy across ministry lines by:

Developing standards followed by all communications from the Presbyterian Mission Agency

Telling stories of impact and transformation using each story as many times as possible

Creating an editorial calendar with a focus for each month

Communication vehicles: 35 Enewsletters, Presbyterian Mission Agency website, Presbyterians Today, Mission Crossroads, Racial Ethnic Torch, Planning Calendar, Mission Yearbook

Our communication goals are to:

1. To inspire, equip and connect Presbyterians

2. To Rebuild Trust

“I am comfortable letting the General Assembly make decisions about where to allocate the mission dollars they receive”

58% of church leaders in 2005

3. To Rebuild Awareness

“How well informed are you of the range and scope of General Assembly Mission?”

	2005	2009
Members	16%	36%
Pastors	80%	81%
Specialized clergy	67%	70%
Ruling Elders	29%	44%

4. To Rebuild Funding

Our target audience:

Five years ago research identified two audiences:

1. Church leaders (Primary): Teaching elders, Ruling elders, Mission committee chairs, Middle Governing Body staff, Presbyterian Communicators, Presbyterian Mission Agency elected, General Assembly Commissioners, Other congregational and denominational leaders
2. Presbyterians in the pews (secondary)

Currently we looking at a broader audience focusing on: “Who is not here?”

1001 Worshiping Communities